

CITY OF BRYAN, TEXAS

MISSION STATEMENT

The City of Bryan exists so that Bryan will be a healthy, safe, attractive, and successful community for a reasonable financial burden.

ORGANIZATIONAL VALUES

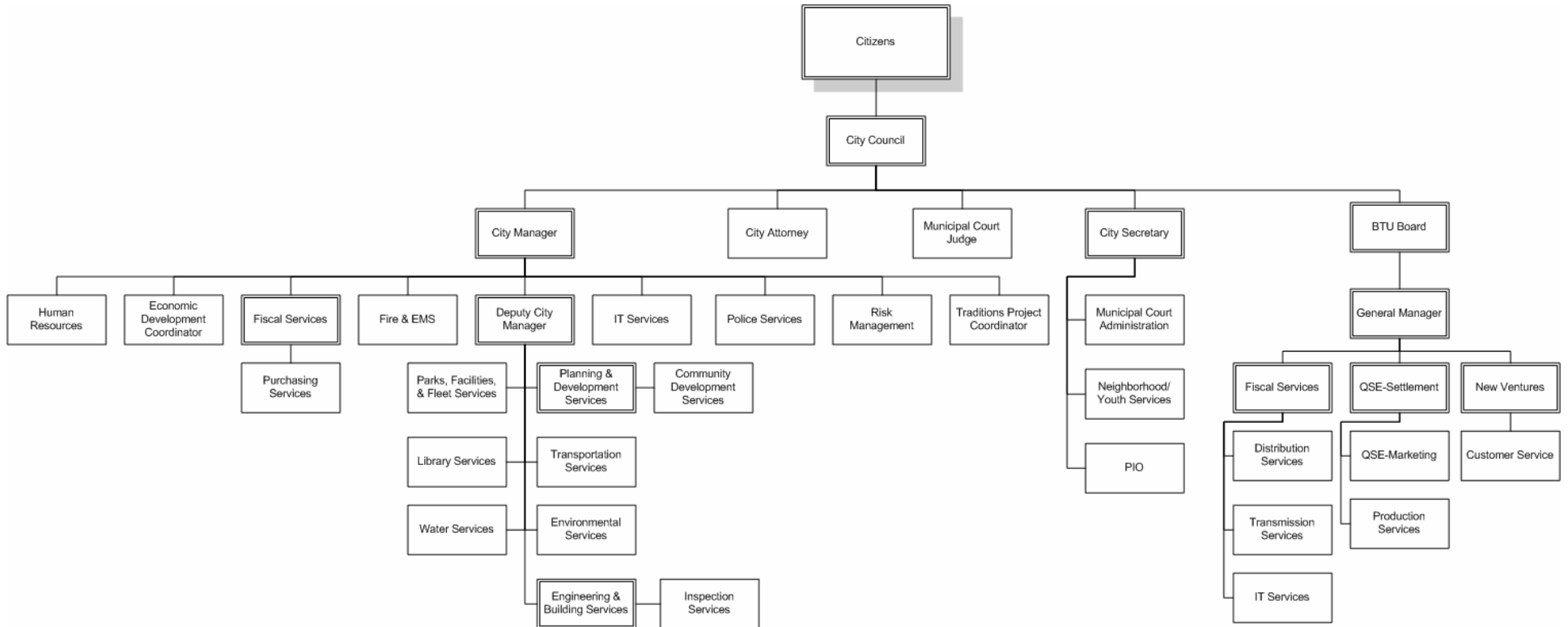
We as the employees of the City of Bryan are committed to providing excellent service to our customers, the citizens of Bryan, in the most cost-effective and efficient manner. In addition we are committed to providing professional service incorporating six organizational priorities:

- 1. Teamwork*
- 2. Maximum Utilization of Resources – Financial and Human*
- 3. Solution-Oriented Management and Service*
- 4. Innovation*
- 5. Respect for Differing Viewpoints*
- 6. Collaborative Decision-Making*

City of Bryan, Texas

Organizational Chart

Fiscal Year 2004



City of Bryan, Texas
Key Staff

City Manager	Mary Kaye Moore
Deputy City Manager	Hugh Walker
City Secretary	Mary Lynne Stratta
City Attorney	Michael Cosentino
BTU General Manager	Dan Wilkerson
Fire Chief	Mike Donoho
Police Chief	Michael Strobe
Director of Economic Development	Kevin Walker
Chief Financial Officer	Kathy Davidson
Human Resources Manager	Melanie Caballero
Risk Manager	Cindy Kirk
Information Technology Director	Tony Gonzales
Public Information Officer	Jay Socol
Neighborhood/Youth Services Mgr.	Ronnie Jackson
Municipal Court Coordinator	Hilda Phariss
Water/Wastewater Manager	Lawrence Carter
Environmental Services/Solid Waste Mgr.	Kelly Wellman
Library Services Manager	Clara Mounce
City Engineer	Linda Huff
Recreation, Facilities and Fleet Svcs. Mgr.	Mark Hollas
Planning & Development Svcs. Mgr	Joey Dunn
Purchasing Agent	Roger Dempsey
Emergency Management Coordinator	Nate Sivils
Building Services Manager	Danny Sikorsky
Parks and Recreation Manager	David Schmitz
Community Development Manager	Larry Moody

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October 1, 2003

To the Citizens of the City of Bryan, Texas,
Honorable Mayor Jay Don Watson
Members of the City Council:

I am pleased to submit the Fiscal Year 2004 Annual Budget for the City of Bryan, Texas. The budget is one of the most important policy documents of the City because it presents the overall plan to accomplish the Council's program of services and priorities during the upcoming fiscal year in financial terms. The annual budget projects current expenditures of \$206.9 million. In comparison with last year's adopted budget, this budget represents a 4.3% increase in current expenditures. This budget is the culmination of our combined efforts in determining the proper resource allocation for the City based upon our agreed goals and objectives.

ECONOMIC CONDITION AND OUTLOOK

The City of Bryan has historically been very dependent upon the fortunes of three service industries. The government, higher education and health care sectors of the economy are generally stable and insulate the local economy from the full impact of statewide and national economic downturns. As a result, Bryan continues to enjoy one of the lowest unemployment rates in the state. As the nation's unemployment rate hovers above 6% the unemployment rate in Bryan-College Station is beneath 2%.

The Bryan-College Station area also serves as the retail and business center for the Brazos Valley. Sales tax collections represent almost 25% of General Fund revenues. Economic factors on a regional, statewide and national level can impact the sales tax collections on a local level. Sales tax collections in FY2004 are projected to be 3% lower than collections projected for FY2003. The local economy is slowly recovering and years beyond 2004 should show a marked improvement.

Probably the strongest segment of the Bryan-College Station economy is the construction industry. Residential starts in 2002 increased 11% over 2001. Construction on the east side proceeds briskly in the Park Hudson, Tiffany and Austin's Colony subdivisions. The Miramont golf course is complete and the residential neighborhood is being developed rapidly. On the west side of Bryan, a nearly 800 acre planned community is expected to include 1,000 home sites and a 27 hole golf course

designed by Jack Nicklaus. The golf course will be complete the summer of 2004 and will be home of the Texas A&M golf team.

Commercial development is also occurring throughout the City. Redevelopment of existing buildings is reinvigorating Bryan's central business corridor. The old Manor East Mall is being redeveloped into the Tejas Center and will feature a newly constructed 78,000 square foot HEB retail grocery store plus redeveloped store fronts. In 2004, an expansion will be completed to St. Joseph Hospital that will increase hospital capacity by 72 beds and increase hospital employment by 183 jobs.

FISCAL YEAR 2003 ACHIEVEMENTS

Our goals and objectives charted the course for FY2003, and we made considerable progress including:

- The elimination of the old punch card system for City elections with a new electronic voting system that ensures the minimum possible errors.
- The completion of an aerial photography project that is foundational to the GIS project underway to map the zoning and infrastructure of the entire City.
- The completion of a Stormwater Master Plan which includes GIS mapping and associated hydrologic model.
- The expenditure of \$350,000 for 10 downtown building improvements. The combined total value of the public-private improvements to buildings in downtown was \$830,000.
- Installation of \$3,000,000 worth of roadway, sidewalk, underground utilities, lighting and landscape improvements in the downtown area as an essential component of the redevelopment of the only downtown district in the Bryan-College Station area.
- Seal coating 55 lane miles of City streets, thereby extending the useful lives of the streets for several years.
- Opening Eastside and Westside Police satellite stations in order to enhance police visibility and access. These stations are opened with the cooperation and support of the neighborhoods and organizations in the districts. The goal is to open one satellite station in each of the four patrol districts in the city.
- The completion of park improvements at Cherry Park, Sue Haswell Park and Tanglewood Park.
- Major renovations to the Bryan Aquatics Center including the pool liner and water slide.

- Rehabilitation of water wells 12 and 15.
- Completion of a water system master plan.
- Water lines replaced on Sterling, Hensel and 5th Street, Vine and Ehlinger.
- Sewer lines replaced on Fairway, Broadmoor, Beverly Estates, Echols, Barak, Highway 6, Braeburn, Gordon and FM 2818 in order to address service and inflow/infiltration abatement problems.
- Initiating a program to collect both brush and bulky waste on a once weekly collection schedule with a designated collection day rather than a designated week.

GOALS AND OBJECTIVES FOR FISCAL YEAR 2004

Encouraged by the accomplishments of FY2003, and our commitment to the citizens of Bryan, we focus on the City's future goals and objectives:

- An important aspect of economic development continues to be enhancement of the City's image. The General Fund capital improvement program consisting of park improvements, infrastructure improvements and entryway beautification are steps taken towards this effort in the FY2004 budget. Proceeds from the sale of \$10 million of Certificates of Obligation will finance most of the improvements with current resources from the General Fund and the Transportation Fund absorbing the balance.
- The Economic Development Department is beginning its second year of existence. After using the first year to get organized and establish relationships, efforts are being focused in FY2004 to recruitment meetings with at least 10 potential businesses and completion of an Economic Development website incorporating the City's new GIS capability.
- Foster growth in community participation in government through funded programs such as Neighborhood Association Development, Bryan Leadership Academy, and the Citizen's Police Academy. All of these efforts encourage citizens to learn about and participate in their local government.
- Continue the downtown revitalization effort with \$300,000 allocated in the budget for grants/loans to business owners for façade improvements and restorations.
- Continue the Water and Sewer Capital Improvement Program (CIP) with a planned 2004 Revenue Bond Sale of \$8.6 million.

GENERAL FUND

Decisions by the City Council on the budget for the general operating fund have a major impact on public services and the quality of life in the City of Bryan. Each year the City faces the challenge of balancing the City's needs for services against limited financial resources. This challenge becomes even more difficult when the rising cost of operations and unfunded mandates exceed the growth in revenues, which has been the case in the last several years for this fund. This year the General Fund projected revenues of \$38.7 million will fund current expenditures of \$39.7 million with the use of \$958,796 from fund balance. Revenues increased 0.4%, or \$146,947 and expenditures increased 4.1% or \$1,546,240 over the FY2003 adopted budget.

Sales tax receipts have fluctuated during the 2003 fiscal year causing a decrease of 5.0%, or \$523,271 in expected receipts by the completion of that fiscal year. As indicators for the general economy and the oil industry make stabilizing adjustments from their downward trending in FY2003, receipts have shown parallel effects. The projected sales tax revenue for FY2004 is budgeted at \$9,643,250, resulting in 7.85% less than the budget adopted for FY2003.

A portion of this year's increase in revenues can be attributed to a Homeland Security Grant of \$219,000 for public safety equipment and an increase in Municipal Court collections of \$118,000 due to law changes and more stringent collection practices. Further, a new fee is being implemented for funeral escorts that will raise an estimated \$113,000 to finance additional Police Department overtime. Parkland dedication donations will also contribute additional monies in the amount of \$100,000 for the next year. Increased building permit fees contribute a further \$81,000. These items will aid in countering the projected decrease in areas such as sales tax (addressed above) and interest income by approximately \$184,500, as investment earning rates have declined in the last 24 months.

As a result of increases in assessed values, the anticipated property tax revenue of \$9.67 million will increase 4.0% or \$371,500 compared to last year. The assessed values for the 2004 fiscal year rose 7.94% over 2003 values. While the total ad valorem tax rate will remain the same, at \$0.6364 per \$100 valuation, the operations portion (that portion which generates the property tax revenue in the General Fund) will decline from \$0.4416 per \$100 to \$0.4396 per \$100. Delinquent tax collections are also expected to be \$56,000 greater than in FY2003. The projected expansions in these revenues plus an expected increase in ROW payments of \$72,000 generate 85% of the \$147 thousand increase in total revenue for the General Fund.

The effect of the tightness in the local economy manifested itself in the personnel budget. Resources were insufficient to finance salary adjustments for any personnel other than Police and Fire uniformed personnel. Police and Fire salaries are governed by a separate pay progression plan and all eligible personnel will receive a salary adjustment this year. Since the City was unable to fund merit pay for all employees in

FY2004, the City Council determined it appropriate to absorb the increase in employee insurance costs for FY2004 and give the employees an additional holiday.

The General Fund budget for FY2004 includes funding for 497 positions compared to 510 in the previous year's budget. Seven of the 13 reductions were the result of outsourcing of functions historically performed in-house. Five of the positions reduced were Parks maintenance positions made unnecessary when the City outsourced the ground maintenance of the City parks. The City also contracted the City Judge and City Prosecutor positions, realizing a savings in both instances. Further reductions in staffing occurred in the Human Resources, Fiscal Services, Information Technology and Engineering Departments. Each Department reduced staffing by one position.

Additional operational expenditures are included in this year's budget for the acquisition of capital equipment (\$109,000), the payment of out of classification pay in the Fire Department (\$300,000) and a transfer of \$1,000,000 originally allocated for a golf course construction loan to Debt Service for the payment of debt related to the Traditions project.

GENERAL FUND RESERVES

In keeping with the goal of ensuring sufficient reserves for all funds, the City's General Fund Balance policy commits the City to maintaining its reserves at a level sufficient to support operations for at least 60 days. In this budget, Council allocated \$958,796 from the undesignated fund reserves. The decision was made to use the monies to help fund the debt service payment required on the Certificates of Obligations issued to fund the infrastructure improvements accomplished in Tax Increment Investment Zone 10. In spite of the use of fund balance, the City continues to comply with the financial policy concerning fund balance reserves.

SPECIAL REVENUE FUNDS

The City maintains accounts and prepares budgets for nine special revenue funds. These funds account for the receipt and expense of monies earmarked for specific purposes.

The Hotel/Motel Tax fund accounts for the receipts of the 7% tax on all eligible hotel, motel and bed and breakfast occupancies in the City. Total revenues from room tax receipts and interest income is expected to be \$225,267 in FY2004. This amount is \$5,333 less than the FY2003 adopted budget and is due primarily to lower interest earnings. Proceeds of the fund are used to enhance the attractiveness of the City as a tourist destination and for FY2004 funds are proposed to be used for the support of the Convention and Visitors Bureau, Arts Council, Visitors Center, and special events in the City. These expenditures total \$229,800. The projected ending fund balance for the Hotel/Motel Tax Fund is \$118,784.

The Oil and Gas Fund accounts for the proceeds of oil and gas leases and royalties on City owned property. It is proposed that \$200,000 in rents and royalties will be realized in FY2004. \$160,000 of the collections, attributed to the Lake Bryan property, will be transferred to BTU. \$30,000 will be used for landscaping improvements at the Tejas Center and \$15,000 will be used to pay rollback taxes on the Traditions project property. The Oil and gas Fund is expected to have an ending fund balance of \$252,480.

A state mandated fee is collected on each conviction and deposited in the Court Technology Fund. The funds and any earned interest can be used for technology related supplies and equipment for the Municipal Court. In FY2004 it is expected that the fund will realize \$53,820 from fees and interest and expend \$35,000 for supplies and equipment. The ending fund balance is projected to be \$74,988.

The Street Improvement Fund was created by the City Council to account for the collection and expenditure of a \$3.75 charge billed to every solid waste customer in Bryan. The proceeds of this fee are restricted in use to repair and extension of existing streets in Bryan. For FY2004, the fee is expected to generate \$1,075,085 in revenues. An additional \$713,000 is contributed by the Water, Wastewater and Solid Waste Funds in reimbursement for their use of the streets. All of the collections are expected to be expended on street maintenance and construction projects during the fiscal year. It is important to note that the street use fee will be subject to sunset review during the FY2005 budget process.

The Drainage Improvement Fund was created by the City Council to account for the collection and expenditure of a \$1.75 charge billed to every solid waste customer in Bryan. In 2000, an additional \$1.00 per customer per month was billed to address Federal Drainage mandates. The proceeds of this fee are restricted in use to planning and effecting changes to the City's drainage system. For FY2004, the combined fees are expected to generate \$778,378 in revenues. All of the collections are expected to be expended on allowable maintenance and construction projects during the fiscal year. The fee for the federal mandate will be subject to sunset review during the FY2005 budget process.

The Community Development Fund accounts for the proceeds of three grants that focus primarily on community and housing development. The Community Development Block Grant (CDBG) is the largest of the three and, at \$1,161,140, represents 64% of revenues received by the fund. The Home Ownership Partnership Grant (HOME) is the second largest source of funding \$503,123 and is also a Federal grant like the CDBG grant. Finally, the Texas Department of Housing and Community Affairs is the grantor agency for the Shelter grant, which funds social service efforts in Bryan. Total revenues in the Community Development Fund are \$1,817,451. All of these funds will be expended over the course of the year according to program guidelines.

The Special Projects Fund accounts for the revenues received from a pollution settlement with Elf Atochem. This settlement, paid in \$450,000 increments over a ten

year period will end with the last payment on September 1, 2005. The proceeds of this settlement are restricted to special construction projects. Expenditures for FY2004 are expected to be \$330,473 and will be transferred to the Debt Service Fund to assist with the debt service related to the Traditions project.

Tax Increment Finance Zone Number Eight (TIRZ #8) now exists to collect the taxes on the incremental increase in value from the zone and to service the outstanding debt related to the Park Hudson development on the east side of Bryan. Estimated collections of taxes and interest earnings total \$738,559. Expenditures are proposed to be \$715,185. The remainder is projected to go to the fund balance for future use.

Development of the infrastructure for the Traditions Golf Course and residential project is accounted for in the Tax Increment Finance Zone #10 Fund. Modest revenue (\$50,319) is expected to be realized during FY2004. Expenditures are proposed to be \$3,268,763 in order to complete the improvements envisioned with the 2000 Certificates of Obligation earmarked for the Traditions Project. Upon completion of the improvements, the fund will begin to collect tax increments and lot sales to be used for debt service and future improvements.

WATER FUND

Major production and distribution system improvements highlight the Water Fund budget for the 2004 fiscal year. The current rates for water services will be increased 10.0% to cover operating expenses and meet bond covenants. Part of this rate increase is also required to offset a \$174,000 reduction in interest earnings for this fund. It is envisioned that water rates will rise an average of 6% per year through fiscal year 2009. Water revenues for FY2004 are estimated at \$8.76 million, a decrease of \$58,700 to remain at the same service level as the previous fiscal year.

Water operating expenditures are proposed at \$5.1 million, 2.8% lower than the previous adopted budget. Personal services decrease \$238,212 as, customer service personnel are transferred to the Solid Waste Fund and the Water Fund reimburses the cost through an administrative reimbursement. Capital outlays from operating funds total \$6,500. This is due to the planned issuance of debt for capital projects of \$4.6 million in FY2004 and \$27.1 million through calendar year 2008. A great deal of emphasis has been placed on this capital improvements program to satisfy State and Federal Mandates as well as aging infrastructure replacement and new development demands.

The reserve requirement of the Water System is the equivalent of 45 days of operating expenses. The year end balance of retained earnings in the Water Fund is expected to be \$2.64 million, well above the requirement of \$632,000. The bond coverage ratio is expected to be 1.47 times and will also exceed the covenant ratio of 1.25 times debt.

WASTEWATER FUND

As in the Water Fund, major improvements to the collections and treatment systems highlight the Wastewater Fund budget for the 2004 fiscal year. Abatement of inflow and infiltration also figure prominently in operational and capital plans. The current rates for water services will be maintained at present levels and are expected to cover operating expenses and meet bond covenants. The total Wastewater revenues for FY2004 are estimated at \$10.242 million, a decrease of \$1,246,731 to remain at the same service level of the last fiscal year. This decrease is largely due to inflated billing data that was used to estimate fiscal year 2003 sales. The data has been analyzed, revised and the future projections are deemed reliable.

Wastewater operating expenses are proposed at \$6.6 million, 3.5% lower than the FY2003 adopted budget. Budgeted expenses are lower across the board, with the exception of system maintenance expenses. Personal services are virtually unchanged, as no pay adjustments are budgeted and overall staffing is reduced by ½ of one position. No capital outlays from operating funds are planned for FY2004. This is due to the planned issuance of debt for capital projects of \$4.0 million in FY2004 and \$27.5 million through calendar year 2008. A great deal of emphasis has been placed on this capital improvements program to satisfy State and Federal Mandates as well as aging infrastructure replacement and new development requirements.

The reserve requirement of the Wastewater System is the equivalent of 45 days of operating expenses. The year end balance of retained earnings in the Wastewater Fund is expected to be \$3.26 million, well above the requirement of \$815,000. The bond coverage ratio is expected to be 1.55 times and will also exceed the covenant ratio of 1.25 times debt.

SOLID WASTE FUND

Solid Waste revenues are projected at \$6,583,189 while expenditures for FY2004 are estimated at \$6,662,205. Operating expenses increased only 1.6%. Capital expenditures are \$339,000 higher as the new equipment replacement program is implemented. The Solid Waste division continues to put much effort into recycling and composting to slow the growth of tonnage hauled to the landfill each year. No increase is planned in residential rates for the FY2004 fiscal year. Commercial rates are proposed to increase 3%.

The staff has developed a capital replacement plan that addresses the ongoing equipment needs for the Solid Waste operation without debt and without large rate increases. For FY2004, \$449,000 is planned for the acquisition of pickups, grapple trucks, a side loader and canisters for the collection system. Also included in the capital program is another innovative program called Service Life Extension Program (SLEP). This program, like the U.S. Navy program of the same name, is an effort to recondition the hydraulics of packer trucks to extend the useful life of heavy equipment. It is

estimated that an expenditure of \$15,000 will extend the life of a vehicle for 3 years. This allows the City to delay the replacement of an \$80,000 piece of equipment at a reasonable cost.

The reserve requirement of the Solid Waste Fund is the equivalent of 45 days of operating expenses. The year end balance of retained earnings in the Fund is expected to be \$1.77 million, well above the requirement of \$667,000

RISK MANAGEMENT FUND

The City's Risk Management Fund is budgeted at \$2.3 million for expenses in FY2004. The total insurance program will increase 1.2% over the FY2003 adopted budget. The Risk Management Fund is comprised of an almost equal allocation for the Workers Compensation and the Liability Insurance and \$682,785 allocated for the administrative cost of managing the program. Claims and judgments comprise the single largest element of expense at \$1.3 million. Premiums for excess coverage are the next largest component at \$338,026.

Premiums charged to customer funds and interest earnings are proposed to be \$1,464,787. The difference between revenues and expenditures results in a planned draw down of reserves of \$858,000. The projected ending fund balance of \$5.6 million well exceeds the actuarial estimate of required reserves.

BRYAN TEXAS UTILITIES (BTU)

The City's Electric Utility exists in two defined business units. BTU City is the unit that services customers within the City and produces and sells electricity on the wholesale market. BTU Rural serves customers outside of the City and is a wholesale customer of BTU City.

BTU City operating revenues are expected to be 4.3% higher than in FY2003 at \$99.3 million. Total revenues, including interest income and scheduling fees, are expected to be \$100.7 million. Expenses for FY2004 are expected to increase by \$1.0 million to \$101.6 million. This 1.0% increase is due primarily to an increase in capital outlays and an increase in the operating costs of the Qualified Scheduling Entity (QSE). The resulting reduction in fund balance is planned and the estimated reserves of \$17 million are well above the minimum requirement of \$11 million.

The BTU Rural system continues to be profitable. Revenues are expected to be \$605 thousand lower than in the FY2003 adopted budget at \$21.4 million. Expenses are \$1.8 million higher for FY2004 on the premise of higher purchased power expenses and a planned increase in capital outlay. Nonetheless, revenues exceed expenses by \$307 thousand.

CONCLUSION

This Annual Budget continues to provide for a sound financial plan, reflects the priorities and policies of the City Council, and provides the citizens of Bryan with quality municipal services. We commit our best efforts to the Mayor and City Council to ensure that the needs of our customers are met or exceeded.

The FY2004 Budget document has been prepared with the assistance of the committed and dedicated employees who stand ready to accomplish the strategies outlined and adopted by the City Council. In closing, I would like to acknowledge the valuable effort of the Finance Department and Budget Personnel, and to extend special thanks to the Mayor and Members of the City Council for their continuing direction and support.

Respectfully submitted,

Mary Kaye Moore
City Manager

Community Facts

Location

Bryan-College Station is located in Brazos County in east central Texas, just north of Houston, in an area referred to as the Brazos Valley. It is found in the center of what is sometimes referred to as the Texas Triangle, a triangle formed by the metropolitan areas of Dallas-Fort Worth, Austin, Houston and San Antonio.

County boundaries are formed by the Brazos River on the west and the Navasota River on the east. The area has elevations ranging from 200 to 400 feet MSL.

Bryan and College Station are cities similar in size, having a combined population of approximately 130,000. Brazos County has a population of over 150,000. The cities have separate city governments as well as police and fire protection; however, the "closest available unit" from either city is available for their citizens' utmost protection.

Access is easy from Bryan-College Station to over 14 million people and the bulk of Texas commerce. Seventy-six percent of the Texas population resides within a 3.5 hour drive

Distance to:	Austin	104 miles
	Dallas-Fort Worth	180 miles
	Houston	92 miles
	San Antonio	166 miles

Property Tax Rates

Brazos County	\$0.4350
City of Bryan	\$0.6364
Bryan Independent School District	\$1.6800

Total effective tax rate (\$ per \$100 of assessed value)	\$2.7514
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Sales Tax Rates

State of Texas	6.25%
City of Bryan	1.50%
Brazos County	0.50%

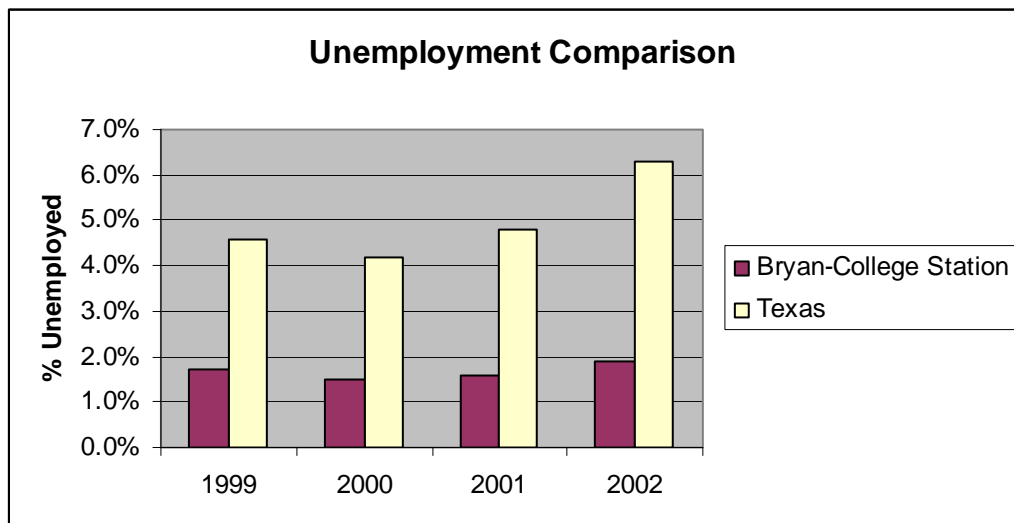
Total applicable tax rate	8.25%
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Major Industries and Manufacturers

Employer	Industry	# Employees
Texas A & M University	Education	13,000
St. Joseph Hospital	Health Care	2,400
Bryan ISD	Education	2,017
Sanderson Farms	Food Processing	1,696
City of Bryan	Government	920
Wal-Mart Super Center (Bryan)	Retail Sales	802
City of College Station	Government	700
Brazos County	Government	650
Blinn College (Bryan)	Education	564

Labor Force

Bryan-College Station	1999	2000	2001	2002
Labor Force	75,426	77,160	78,376	79,025
Unemployed	1,260	1,140	1,234	1,501
% Unemployed	1.7%	1.5%	1.6%	1.9%
Employed	74,166	76,020	77,142	77,524
Texas				
Labor Force	9,746,879	9,950,535	10,048,069	10,069,800
% Unemployed	4.6%	4.2%	4.8%	6.3%



Population and Demographics

Source: Texas State Data Center

Total Population

	1980	1990	2000
Texas	14,229,191	16,986,510	20,851,820
Brazos County	93,488	121,862	152,415
Bryan	44,200	55,002	65,660
College Station	7,200	55,243	67,890

Median Age in Years

	1980	1990	2000
Brazos County	23.90	24.01	24.60
Bryan	27.90	27.97	27.60
College Station	22.50	21.70	21.90

University Enrollment

Texas A&M University	44,081
Blinn College – Bryan Campus	10,337

Climate Information

Source: Bryan/College Station Economic Development Corporation

Annual Rainfall	39.1 Inches
Minimum Temperature - January	39° F
Maximum Temperature - July	94° F
Growing Season	274 Days
Date of First Frost	November 30
Date of Last Frost	March 1
Daily Wind Speed	4 Mph
Prevailing Wind Direction	Southerly

Geographic Information

Corporate Limits, in square miles – 43.4 sq. miles



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BUDGET CALENDAR FOR FISCAL YEAR 2004

April 23-25	Internal Budget Training Sessions
May 9	Budget instructions sent to Departments/Divisions
May 15	Notice of Estimated Appraised Value due from Appraisal District
May 21-22	Staff Retreat
May 30	Department Budget Information Due
June 9-12	Division Manager Sessions with the City Manager
June 16-20	Division Manager Sessions with the City Manager
June 20	Division Templates due
July 1	Proposed Budget finalized for Council Review
July 8	Council Workshops
July 22	Council Workshops
July 25	Appraisal Roll certified to City by Chief Appraiser
July 31	Proposed Budget submitted to City Council and City Secretary
August 7	Publish notice of effective and rollback rates
August 29	Publish notice of Public Hearing on proposed budget
September 9	Public Hearing on proposed budget First reading of tax rate ordinance First reading of appropriations ordinance
September 23	Second reading of tax rate ordinance Second reading of appropriations ordinance Resolutions for Rate and Fee Increases
October 1 (or as soon as practicable)	Formal filing of approved budget document

CITY OF BRYAN FINANCIAL POLICIES

The fiscal year begins October 1 of each year and ends on the following September 30. Each year the City Council shall adopt an appropriations ordinance providing for a complete program of action for the ensuing fiscal year. The plan shall contain the goals of the City Council and the City Manager's program to meet these goals.

BUDGETING PROCESS

Budgets are prepared for the full range of municipal services provided by the City: public safety, community services, water and wastewater services, aviation, public infrastructure, general administration and financial services (see the budget calendar on page 5).

Annual operating budgets are adopted for the General Fund, Special Revenue Funds, and the General Obligation Debt Service Fund. Budgets for the Capital Projects Funds are legally adopted for the specific uses prescribed by the debt issuance ordinance using project length budgeting rather than a fiscal year basis. The budgets for the Enterprise Funds and Internal Service Funds are adopted as a financial plan and guide (budget and financial plan are used interactively).

This budget is presented in four sections: The first is the City Manager's transmittal letter, which is a concise picture of the budget as a whole. Second is a City of Bryan overview, which explains about the City: its mission, geographic description, the budget process and policies. The Financial Section is a narrative and graphical summary of all funds. Each fund includes a fund narrative, fund financial summary, revenues and expenditures by department and division. Each division provides a scope of service, description of services, service level objectives for Fiscal Year 2004, accomplishments for Fiscal Year 2003, key performance indicators, staffing, and financial data. The fourth section, the appendix, is a collection of supplementary material including the Tax Rate Ordinance, Budget Appropriation Ordinance, Personnel Schedule and the Glossary of terms.

LEGAL REQUIREMENTS FOR THE BUDGET

Pursuant to Section 12(c) of the City Charter, the City Manager is responsible for preparing an annual budget for submission to the City Council, for its review, consideration and recommendation. This budget estimate must be as uniform in presentation as possible for the main functional divisions of departments and shall provide all the information required by the City Council. Furthermore, the proposed budget must include: the outstanding debt obligations of the City; the financial resources to the credit of each fund; the funds received from all sources during the preceding year; the funds available from all sources during the ensuing year; the estimated revenue available to cover the proposed budget; and the estimated tax rate required to cover the proposed budget (Texas Local Government Code Chapter 102). The proposed budget must be filed with the City Secretary at least thirty days before the City makes its tax levy for the fiscal year.

CITY OF BRYAN FINANCIAL POLICIES

Upon receipt of the City Manager's budget estimate the City Council shall direct the Staff to prepare a budget ordinance using the City Manager's estimate as a basis (City Charter Section 12(d)). At least one public hearing must be scheduled on the proposed budget. The City Secretary must post the notice of the public hearing at City Hall, on the City's internet webpage, and publish the notice in a newspaper of general circulation at least ten days before the public hearing is conducted.

After the public hearing, the City Council may consider the budget ordinance for adoption with or without amendment for the first of two required readings. The second reading, which signifies adoption, must occur at a subsequent meeting. The adoption of the budget must occur before the beginning of the fiscal year.

During the fiscal year, the City Manager may transfer appropriated balances allocated by the budget from one division or department to another within a fund. With the approval of the City Council, the City Manager may transfer appropriated balances between funds as long as the transfers do not increase the total amount appropriated by the City Council in the budget ordinance. At any time in the fiscal year the City Council may make emergency appropriations to meet an unforeseen need for public expenditure in order to protect the public health, safety, or welfare. Such appropriations must be made by ordinance, in accordance with the City Charter and applicable State Law.

At the end of each fiscal year, any unencumbered appropriation balances lapse or revert to the undesignated fund balance, except for capital projects, which are adopted using projects length rather than fiscal year.

BUDGET BASIS OF PRESENTATION

Governmental Fund revenues are budgeted when they are measurable and available. Expenditures are budgeted in the period in which the liability is incurred which is in accordance with Generally Accepted Accounting Principles. The fund balance approach of Governmental Funds or working capital approach can be described as current assets minus current liabilities. All Proprietary Funds are budgeted using a flow of economic resources and use the accrual basis of accounting. Revenues are budgeted in the period they are earned and measurable and expenses are budgeted in the period in which the liability was incurred. Contrary to Generally Accepted Accounting Principles of recording depreciation in the income statements and recording retirements of principal and capital purchases on the balance sheet, the City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal on the operating statements. The cash equivalent approach for the City is defined as:

Cash + Investments + Accounts Receivable + Prepaids – Accounts Payable.

CITY OF BRYAN FINANCIAL POLICIES

Capital projects are budgeted for project length rather than on a fiscal year basis. The Capital projects are developed utilizing a “project ready” approach whereby the scope and budget for a proposed project is clearly defined prior to the appropriation of funds for construction. It is a multi-year process and may extend over a one to three year period.

Funding for capital projects is provided through the issuance of debt, transfers from governmental funds, developer reimbursements, state and federal funding and interest income.

FINANCIAL STRUCTURE

The accounts of the City are organized on the basis of funds and account groups, each of which operate separately and independently of each other. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses. Following is a description of the various funds and account groups:

Governmental Fund Types

General Fund: The General Fund is the general operating fund and is used to account for all financial transactions not properly included in other funds.

Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.

Capital Projects Funds: Used to account for the expenditures of resources accumulated from the sale of debt instruments and transfers from operating funds earmarked for such projects.

Permanent Funds: Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City’s programs.

Proprietary Fund Types

Enterprise Funds: Used to account for services that are financed and operated in a manner similar to private business where the intent of the governing body is that the cost of providing goods and services to the general public will be financed or recovered primarily through user charges or fees.

CITY OF BRYAN FINANCIAL POLICIES

Internal Service Funds: Used to account for the financing of goods and services provided by one department or agency to other departments and agencies of the city on a cost reimbursement basis.

Fiduciary Fund Type

Used to account for assets held by the City in a trustee capacity or as an agent for other governmental units and/or funds.

BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. Governmental Funds are accounted for using the current financial resources measurement focus and the modified accrual basis. Revenues are recognized in the accounting period in which they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures in the governmental funds are recognized in the period in which the liability is incurred, if measurable. However, debt service expenditures, as well as expenditures related to compensated absences are recorded only when payment is due.

All Enterprise Fund types and Internal Service Funds are accounted for on the economic resources measurement focus and the accrual basis. Revenues are recognized in the period in which they are earned and become measurable, and expenses in the period in which they are incurred and measurable.

FINANCIAL POLICIES

Investments

The City's investment policy, as approved by the City Council, establishes specific guidelines for the conduct of the investment program. Authorized investments include obligations of the United States, its agencies, and the State of Texas; FDIC insured Certificates of Deposit issued by a state or national bank, repurchase agreements with a term not to exceed 90 days, banker's acceptances, commercial paper maturing within 180 days, money market mutual funds and state/local investment pools that comply with State Law.

All transactions shall be conducted on a delivery versus payment basis and held by a third party designated by the City and evidenced by safekeeping receipts.

CITY OF BRYAN FINANCIAL POLICIES

Capitalization Policy

Capitalization criteria include expected useful life of three years or more and a unit cost of \$5,000 or more. The item is not consumed, unduly altered, or materially reduced in value immediately after use. Finally, the item belongs to one of the general classes of property that are considered fixed assets under Generally Accepted Accounting Principles.

Items requiring regular replacement due to rapid wear, destroyed by one time use, and items that merely return the item to a functioning product are not capitalized.

Debt Policy

As a Home Rule City, the City of Bryan is not limited by law in the amount of debt that may be issued. The City's charter (Section 12) states:

"The city council of the city shall have the power, and is hereby authorized to levy, assess and collect not to exceed one dollar and fifty cents (\$1.50) on each one hundred dollars (\$100) assessed valuation of real and personal property within the city limits of the city not exempt from taxation by the constitution and laws of the State of Texas."

Article II, Section 5 of the State of Texas Constitution states in part:

"...but no tax for any purpose shall ever be lawful for any one year which shall exceed two and one-half percent of the taxable property of such city."

Fund Balance

The City recognizes its responsibility to provide sound financial management in order to maintain existing city service levels, to respond to economic fluctuations, and to meet the demands of change. With this in mind, the City Council has deemed it appropriate to set the minimum fund balance standard at 60 days of operating expenditures for the General Fund. The minimum fund balance for Proprietary Funds shall be 45 days of operating expenses.

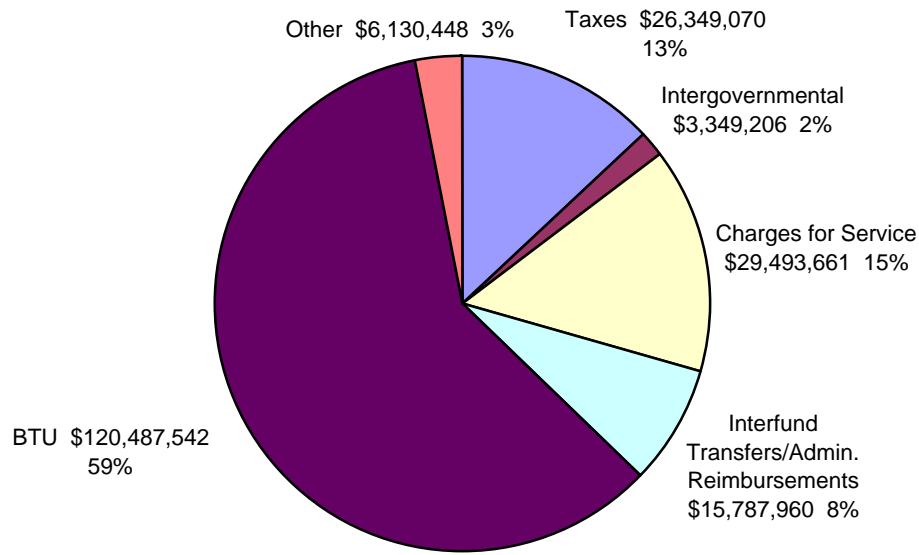
The General Obligation Debt Service maintains a fund balance sufficient to, when coupled with current year collections to date, meet required principal and interest payments as they come due. The current policy is to maintain a reserve equal to one-twelfth of the debt requirements for the fiscal year.

The Hotel/Motel Tax Fund maintains a targeted fund balance of 25% of revenues in order to both compensate for the volatility in the flow of Hotel/Motel Tax Revenue and to meet obligations which occur early in the fiscal year.

City of Bryan, Texas
Summary of All Funds
Revenues and Expenditures/Expenses

	FY2002 Actual	FY2003 Adopted	FY2003 Projected	FY2004 Adopted
<u>Revenues</u>				
General	\$ 40,973,796	\$ 38,587,808	\$ 37,819,319	\$ 38,734,755
Water	7,273,686	8,817,669	7,936,415	8,758,965
Wastewater	9,548,686	11,489,196	10,228,605	10,242,465
Solid Waste	6,788,419	6,336,764	6,259,402	6,583,189
BTU (City)	100,294,172	97,568,360	96,614,325	100,738,692
BTU (Rural)	19,702,560	22,014,607	19,600,490	21,408,850
Airport	258,368	225,110	135,859	29,845
Bryan Commerce & Development	1,535,112	-	957,143	853,489
Self-Insurance Fund	2,500,719	1,899,122	1,499,785	1,464,787
Community Development	1,861,306	1,688,033	1,748,589	1,817,451
Hotel/Motel Tax	220,672	230,600	221,800	225,267
Oil and Gas	558,734	250,000	343,659	200,000
Court Technology	52,255	51,452	51,550	53,820
Street Improvement	1,734,667	1,795,803	1,805,536	1,788,085
Drainage Improvement	765,052	814,510	802,510	778,378
Special Projects	436,636	450,107	454,795	460,202
TIRZ #8	828,334	677,259	682,259	738,559
TIRZ #10	(117,465)	53,305	110,000	50,319
Debt Service	10,145,203	5,129,544	5,030,118	6,670,769
Total Revenues	<u>\$ 205,360,912</u>	<u>\$ 198,079,249</u>	<u>\$ 192,302,159</u>	<u>\$ 201,597,887</u>
<u>Expenditures/Expenses</u>				
General	\$ 39,266,295	\$ 38,147,311	\$ 37,561,476	\$ 39,693,551
Water	9,889,769	8,787,612	8,964,068	8,644,451
Wastewater	11,566,897	10,290,773	10,188,554	10,018,727
Solid Waste	6,155,705	6,224,723	6,118,173	6,662,205
BTU (City)	98,024,038	100,631,315	106,239,564	101,644,518
BTU (Rural)	19,263,651	19,142,918	19,167,336	21,101,738
Airport	249,136	211,351	188,948	46,858
Bryan Commerce & Development	1,097,194	-	957,143	853,489
Self-Insurance Fund	1,033,063	2,294,490	1,977,381	2,323,513
Community Development	1,820,977	1,697,538	1,697,538	1,817,451
Hotel/Motel Tax	172,592	288,600	208,500	229,800
Oil and Gas	253,789	252,410	252,410	205,000
Court Technology	11,354	15,000	94,175	35,000
Street Improvement	1,920,984	2,312,118	2,691,369	1,788,085
Drainage Improvement	859,849	814,510	2,101,234	778,378
Special Projects	341,311	-	-	330,473
TIRZ #8	666,075	660,250	716,605	715,185
TIRZ #10	6,426,209	253,305	4,348,721	3,268,763
Debt Service	10,476,724	6,337,510	6,337,510	6,776,381
Total Expenditures/ Expenses	<u>\$ 209,495,612</u>	<u>\$ 198,361,734</u>	<u>\$ 209,810,705</u>	<u>\$ 206,933,566</u>

City of Bryan, Texas
Sources of Funds
\$201,597,887
Fiscal Year 2004



Charges for Services represent the single greatest source of revenue to the City. Water fees (\$8,637,209), Wastewater fees (\$10,147,857) and Solid Waste fees (\$6,314,162) comprise the majority of the charges for service. Fees for Transportation, Drainage and Airport account for the remainder (\$4,394,433).

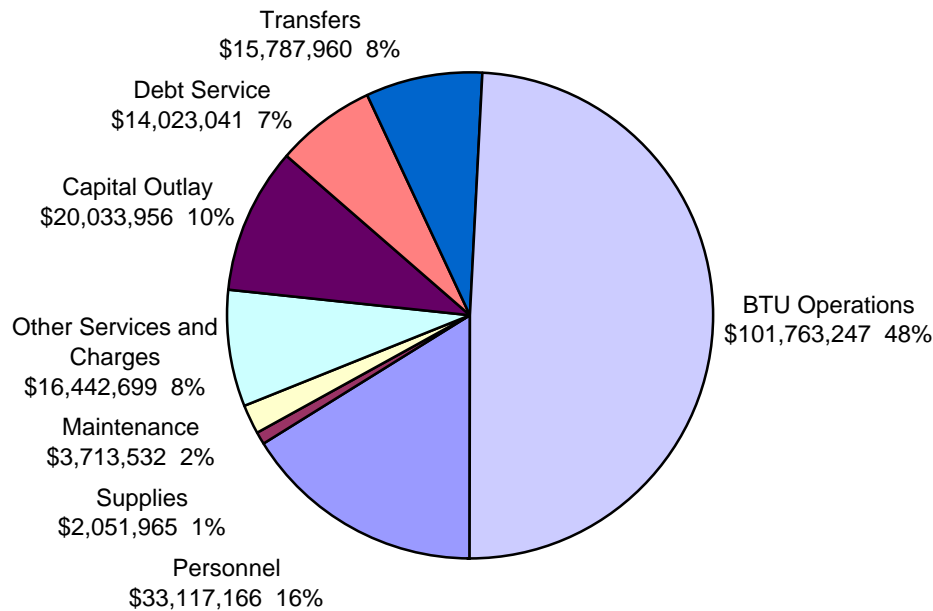
Taxes are primarily divided between sales tax (\$9,643,250) and property taxes (\$15,134,920) with the remainder composed of franchise taxes (\$1,570,900).

Interfund transfers are primarily payments to the General Fund for payments in-lieu of taxes and right of way usage (\$7,496,129). Transfers for debt service (\$2,214,315), royalties (\$160,000), street use (\$713,000) and billing services (\$660,000) are also included. Administrative reimbursements to the General Fund total \$3,479,000.

Major sources of Intergovernmental revenues are the Department of Housing and Urban Development (\$1,664,263), Texas Parks and Recreation Department (\$432,340), City of College Station (\$755,801) and the Texas Department of Criminal Justice (\$341,753).

BTU information for the City and the Rural Departments is not detailed for competitive reasons.

City of Bryan, Texas
Uses of Funds
\$206,933,566
Fiscal Year 2004



Operating expenses budgeted in the combined BTU operations represent 48% of all spending proposed in FY2004. Specifics of the BTU Operations are considered proprietary under the guidelines of Texas Senate Bill 7 and only the amount of capital outlay and the amount of debt service is disclosed. The rest is confidential for competitive reasons. Personnel costs are the next largest object of expenditures, totaling \$33 million (16%). Capital outlays include \$12.85 million of system improvements planned by BTU. The amounts budgeted for debt service is divided almost equally between tax supported debt and debt payable from enterprise fund net revenues.

General Fund expenditures represent 79% of the personnel costs, 57% of supplies, and 56% of maintenance. Other services and charges are mostly in the General Fund (46%) and the Water, Wastewater and Solid Waste Funds (a combined 28% of the total). Tax supported debt, totaling \$6,772,381 represents 48% of debt service expense, followed closely by water and wastewater debt of \$5,788,050 (41%). Finally, \$12,850,840 (64%) of proposed capital outlay will be expended for system improvements by BTU.

City of Bryan, Texas
Summary of All Funds - Detail
Fiscal Year 2004

<u>Revenues</u>	<u>Taxes</u>	<u>Inter- governmental</u>	<u>Charges for Services</u>	<u>Fines/ Forfeitures</u>	<u>Interest</u>	<u>Other</u>	<u>Administrative Reimbursements and Interfund Transfers</u>	<u>Total</u>
General	\$ 21,459,599	\$ 1,623,734	\$ 2,513,360	\$ 1,690,618	\$ 290,500	\$ 181,815	\$ 10,975,129	\$ 38,734,755
Water			8,637,209		117,256	4,500		8,758,965
Wastewater			10,147,857		90,608	4,000		10,242,465
Solid Waste			6,314,162		27,200	29,800	212,027	6,583,189
BTU - City (Note)			99,328,692			590,000	820,000	100,738,692
BTU - Rural (Note)			21,158,850			250,000		21,408,850
Airport			27,610		900	1,335		29,845
Bryan Commerce and Development							853,489	853,489
Self-Insurance Fund					91,102	1,373,685		1,464,787
Community Development		1,725,472			5,000	86,979		1,817,451
Hotel/Motel Tax	224,400				867			225,267
Oil and Gas						200,000		200,000
Court Technology				53,000	820			53,820
Street Improvement			1,075,085				713,000	1,788,085
Drainage Improvement			778,378					778,378
Special Projects					10,202	450,000		460,202
TIRZ #8	234,513				1,444	502,602		738,559
TIRZ #10	104				50,000	215		50,319
Debt Service	4,430,454				26,000		2,214,315	6,670,769
Total Revenues	<u>\$ 26,349,070</u>	<u>\$ 3,349,206</u>	<u>\$149,981,203</u>	<u>\$ 1,743,618</u>	<u>\$ 711,899</u>	<u>\$ 3,674,931</u>	<u>\$ 15,787,960</u>	<u>\$201,597,887</u>

Note: Detailed budgetary information for BTU (City) and BTU (Rural) is not disclosed. Such information would reveal strategies about the operations that would give competitors of BTU an advantage if made public. Non-disclosure is permitted by Texas Senate Bill 7.

City of Bryan, Texas
Summary of All Funds - Detail
Fiscal Year 2004

<u>Expenditures/Expenses</u>	<u>Personnel Services</u>	<u>Supplies</u>	<u>Maintenance</u>	<u>Other Services and Charges</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Administrative Reimbursements and Interfund Transfers</u>	<u>Total</u>
General	\$ 26,139,904	\$ 1,164,878	\$ 2,069,947	\$ 7,514,718	\$ 868,390	\$ 97,225	\$ 1,838,489	\$ 39,693,551
Water	1,778,491	149,900	629,000	1,380,709	6,500	2,589,196	2,110,655	8,644,451
Wastewater	2,407,619	394,989	728,075	1,421,905	-	3,198,854	1,867,285	10,018,727
Solid Waste	2,110,696	269,198	263,175	1,731,065	449,000	85,840	1,753,231	6,662,205
BTU (City) (Note)				82,672,184	11,055,840	648,494	7,268,000	101,644,518
BTU (Rural) (Note)				19,091,063	1,795,000	215,675	-	21,101,738
Airport			16,000	22,847	-	8,011	-	46,858
Bryan Commerce and Development				853,489				853,489
Self-Insurance Fund	275,591	52,800	6,000	1,848,122	-	-	141,000	2,323,513
Community Development	404,865	9,200	1,335	994,686		407,365	-	1,817,451
Hotel/Motel Tax				229,800				229,800
Oil and Gas				30,000			175,000	205,000
Court Technology		11,000			24,000			35,000
Street Improvement					1,788,085			1,788,085
Drainage Improvement					778,378			778,378
Special Projects							330,473	330,473
TIRZ #8				411,358		-	303,827	715,185
TIRZ #10					3,268,763			3,268,763
Debt Service				4,000		6,772,381		6,776,381
Total Expenditures/Expenses	<u>\$ 33,117,166</u>	<u>\$ 2,051,965</u>	<u>\$ 3,713,532</u>	<u>\$ 118,205,946</u>	<u>\$ 20,033,956</u>	<u>\$ 14,023,041</u>	<u>\$ 15,787,960</u>	<u>\$ 206,933,566</u>

Note: Detailed budgetary information for BTU (City) and BTU (Rural) is not disclosed.
Such information would reveal strategies about the operations that would give competitors of
BTU an advantage if made public. Non-disclosure is permitted by Texas Senate Bill 7.

City of Bryan, Texas
Analysis of Fund Balances - All Funds
Fiscal Year 2004

<u>Fund Name</u>	<u>Projected Beginning Balance</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Projected Ending Balance</u>	<u>Change in Fund Balance</u>
Governmental Type Funds: (Notes)					
General	\$ 13,471,009	\$ 38,734,755	\$ 39,693,551	\$ 12,512,213	\$ (958,796)
Community Development	-	1,817,451	1,817,451	-	-
Hotel/Motel Tax	123,318	225,267	229,800	118,785	(4,533)
Oil and Gas	257,480	200,000	205,000	252,480	(5,000)
Court Technology	56,168	53,820	35,000	74,988	18,820
Street Improvement	-	1,788,085	1,788,085	-	-
Drainage Improvement	-	778,378	778,378	-	-
Special Projects	695,619	460,202	330,473	825,348	129,729
TIRZ #8	96,268	738,559	715,185	119,642	23,374
TIRZ #10	3,378,764	50,319	3,268,763	160,320	(3,218,444)
Debt Service	620,301	6,670,769	6,776,381	514,689	(105,612)
Total Governmental Funds	18,698,927	51,517,605	55,638,067	14,578,465	(4,120,462)
Enterprise Funds: (Notes)					
Water	2,526,054	8,758,965	8,644,451	2,640,568	114,514
Wastewater	3,040,108	10,242,465	10,018,727	3,263,846	223,738
Solid Waste	1,847,195	6,583,189	6,662,205	1,768,179	(79,016)
BTU - City	18,243,562	100,738,692	101,644,518	17,337,736	(905,826)
BTU - Rural	5,847,392	21,408,850	21,101,738	6,154,504	307,112
Airport	42,143	29,845	46,858	25,130	(17,013)
Bryan Commerce and Development	2,436	853,489	853,489	2,436	-
Total Enterprise Funds	31,548,890	148,615,495	148,971,986	31,192,399	(356,491)
Internal Service Fund: (Notes)					
Self-Insurance Fund	6,459,631	1,464,787	2,323,513	5,600,905	(858,726)
Total Internal Service Fund	6,459,631	1,464,787	2,323,513	5,600,905	(858,726)
Total All Fund Types	<u>\$ 56,707,448</u>	<u>\$201,597,887</u>	<u>\$206,933,566</u>	<u>\$ 51,371,769</u>	<u>\$ (5,335,679)</u>

Notes: The fund balances for Governmental Type Funds are determined by subtracting current liabilities from current assets. Fund balances for Enterprise and Internal Service funds are determined by the following calculation:

Cash + Investments + Accounts Receivable + Prepaids - Accounts Payable

BTU information is disclosed to the extent that the data does not reveal information useful to a competitor.

City of Bryan, Texas
 ESTIMATE OF TAX RATE AND VALUATION
 FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2003

Estimated Assessed Valuation of Real and Personal Property for 2003	\$2,319,489,824
Percentage of Collection	97%

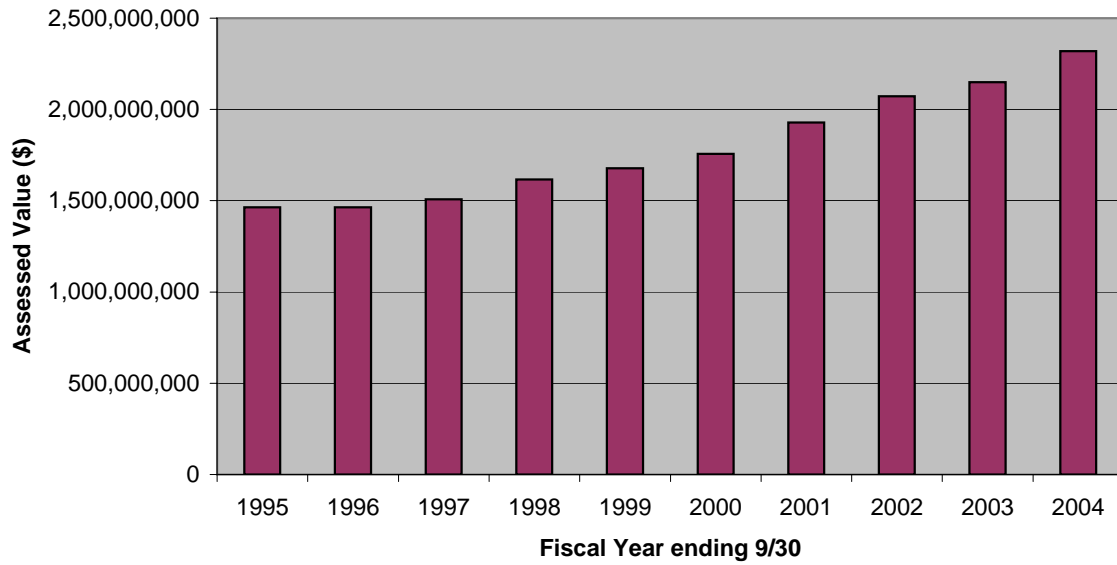
Proposed Property Taxes on 2003 Values for 2004 Budget:

	<u>Tax Rate</u>	<u>Levy Amount</u>	<u>Estimated Collections*</u>
General Fund	0.4396	\$10,196,477	\$9,670,949
Debt Service Fund	<u>0.1968</u>	<u>4,564,756</u>	<u>4,330,454</u>
Totals	<u>0.6364</u>	<u>\$14,761,233</u>	<u>\$14,001,403</u>

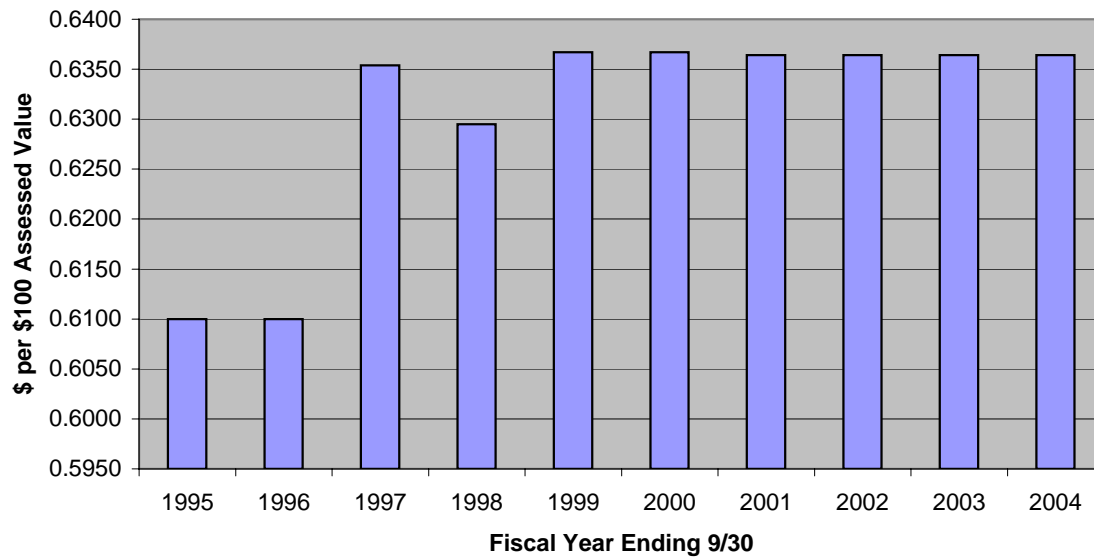
* Estimated collections reduced by \$234,513 for amount collected for TIRZ #8

Clty of Bryan, Texas

Net Assessed Property Value 1995 - 2004



Property Tax Rate 1995 - 2004



GENERAL FUND OVERVIEW

Description

The General Fund is used to account for all financial transactions not properly includable in other funds. The principal sources of revenues include local property taxes, sales and franchise taxes, licenses and permits, fines and forfeitures, and charges for services. Expenditures include general administration, fiscal services, public works, community services, public safety and outside agencies.

Fiscal Year 2004 Revenues

Revenues for the 2004 Fiscal Year are proposed to be \$38,734,755, an increase of \$146,947 (0.4%) from the FY2003 adopted figure of \$38,587,808. Property taxes will increase \$371,556 (4.0%) due to an increase in assessed property values of 7.94% coupled with a decrease in the maintenance and operations tax rate from \$0.4416 to \$0.4396. The sales tax budget is proposed to decrease 7.9% from the FY2003 approved budget.

Other notable increases are proposed in Police Services, Parks and Recreation Fees, Inspection and Permit Fees, and Grants. Police Service Fees increase \$136,141 as revenue from new funeral escort service is projected to generate \$113,000 in revenue. Parks and Recreation fees are projected to increase \$143,210 from an increase in Parkland Dedication Fees (\$75,000), increased activity in the Athletic Programs (\$27,830) and the Neal Recreation Center (\$24,300). Permits and Inspections are higher by \$81,700 as construction activity continues to be strong in Bryan. Receipt of a \$219,915 Homeland Security Grant offset lower grant awards across the board. The net increase in the FY2004 Grant Revenues is \$128,074.

Interest income and sales tax collections are projected to be lower due to the effect locally of national economic factors. Weakness in the local economy was reflected in sales tax collections that are beneath expectations by 5% in FY03. Collections for FY04 are expected to be another 3% lower as improvements in the local economy are not expected to be realized until late in the 2004 Fiscal Year. Yields unseen in nearly 40 years have resulted in a FY2004 interest income estimate of \$290,500. This is \$184,500 less than adopted in FY03.

Fiscal Year 2004 Expenditures

General Fund Expenditures are proposed to be \$39,693,551 in Fiscal Year 2004. This is a \$1,546,240 (4.1%) increase over the FY2003 adopted budget. Figuring most prominently in the increase in expenditures is a transfer to the Debt Service Fund, increased capital spending and a modest increase in operational expenditures.

A one-time transfer of \$1,000,000 to the Debt Service Fund is proposed in the FY2004 budget. These funds had been earmarked to be loaned to the developers of the Traditions golf course. When the developer declined the loan the funds became available for other purposes. The funds will now be used for principal and interest due during the 2004 fiscal year on the 2001 Certificates of Obligation used to develop the Traditions Project infrastructure.

Capital Outlays are \$108,828 higher in FY2004 than in the FY2003 Adopted Budget of \$759,562. Development of the Visitor's Center is budgeted again in FY2004, as the process of completing the development plan with the Texas Parks and Recreation Department continues and construction will be delayed until 2004. Park development (\$100,000), Police Department Equipment (\$222,960) and Library Books (\$113,000) represent most of the remainder of the General Fund capital budget.

Operating expenditures (personnel, supplies, maintenance, and other expenditures) increase \$237,000 over FY2003. Personnel costs in FY2004 are expected to be \$438,636 less than in FY2003. No merit increases are budgeted for FY2004 except for the pay progression plans of the Police and Fire Departments, which are for uniformed personnel only. Savings were realized in the Executive Department (\$36,204) and Public Works Administration Department (\$119,627) through the elimination of 2 positions. Salary savings were realized in the Municipal Court (\$105,649) Legal Department (\$71,675) through the privatization of the Municipal Court Judge and Court Prosecutor positions. Net savings from privatizing these two positions is \$67,650.

Parks personnel costs are \$858,647 lower with the privatizing of park grounds maintenance and the moving of the parks maintenance mission to the Facilities Department. The Facilities Department budget increased by a similar amount to the decrease in the Parks budget.

Fund Balance

The General Fund balance is expected to decrease by \$958,796 from the projected beginning balance on October 1, 2003 of \$13,471,009 to \$12,512,213. Of this amount, \$4 million is restricted as a loan guarantee for the Decision One loan. Further reduced by a restricted reserve for encumbrances, the proposed unrestricted fund balance will be \$7,372,693 at the end of Fiscal Year 2004. The projected unrestricted fund balance is the equivalent of 68 days of expenditures and is \$1,221,396 more than the Council established threshold of \$6,151,297.

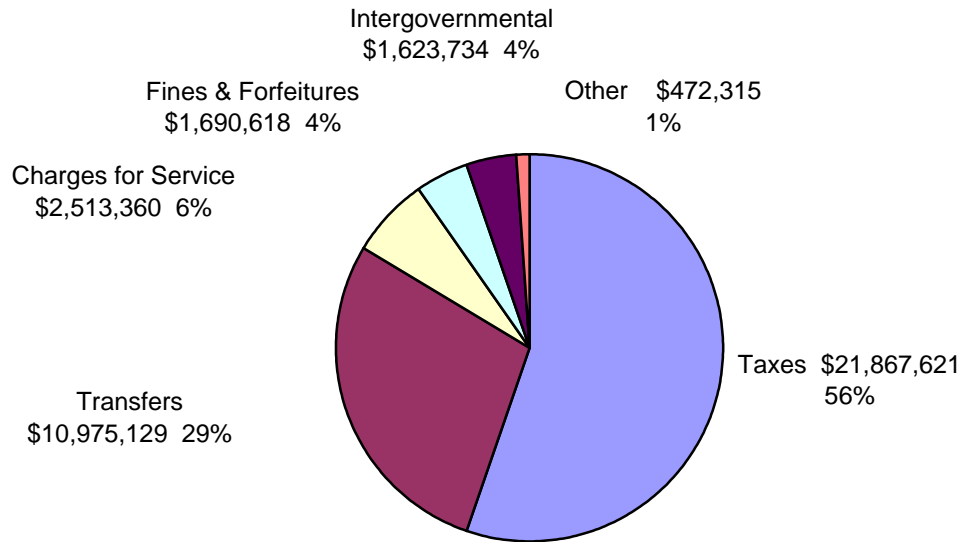
City of Bryan, Texas
General Fund
Summary of Revenues and Expenditures
Fiscal Year 2004

	FY2002 Actual	FY2003 Adopted	FY2003 Projected	FY2004 Adopted	Change from Adopted FY2003
<u>Revenues</u>					
Taxes					
Current Tax Collections	\$ 8,525,045	\$ 9,299,393	\$ 8,912,600	\$ 9,670,949	\$ 371,556
Del. Tax Collections	194,830	171,833	228,500	228,500	56,667
Sales Tax	10,237,446	10,464,771	9,941,500	9,643,250	(821,521)
Franchise taxes	1,613,736	1,610,176	1,542,400	1,570,900	(39,276)
Penalty and Interest	214,275	196,481	215,000	215,000	18,519
Other Taxes	137,830	124,967	132,200	131,000	6,033
Total Taxes	<u>20,923,162</u>	<u>21,867,621</u>	<u>20,972,200</u>	<u>21,459,599</u>	<u>(408,022)</u>
Charges for Services:					
Police Services	410,425	397,959	400,671	534,100	136,141
Vital Statistics	88,370	45,000	88,000	45,000	-
Ambulance Fees	774,551	800,000	774,550	774,500	(25,500)
Library Services	104,746	68,000	84,000	59,000	(9,000)
Parks and Recreation fees	488,794	394,120	485,800	537,330	143,210
Planning fees	31,614	26,000	30,300	30,300	4,300
Inspection and permit fees	494,223	451,395	546,050	533,130	81,735
Total Charges for Service	<u>2,392,723</u>	<u>2,182,474</u>	<u>2,409,371</u>	<u>2,513,360</u>	<u>330,886</u>
Intergovernmental:					
Grants	247,547	646,109	332,458	774,183	128,074
County EMS Response	(1,015)	75,000	93,750	93,750	18,750
College Station Library	662,843	764,946	759,578	755,801	(9,145)
Total Intergovernmental	<u>909,375</u>	<u>1,486,055</u>	<u>1,185,786</u>	<u>1,623,734</u>	<u>137,679</u>
Municipal Court Fines	<u>1,647,902</u>	<u>1,572,167</u>	<u>1,658,350</u>	<u>1,690,618</u>	<u>118,451</u>
Miscellaneous:					
Interest	412,908	475,000	365,000	290,500	(184,500)
Market Value Investments	492,288	-	-	-	-
Miscellaneous Revenues	970,356	131,325	348,946	181,815	50,490
Total Miscellaneous	<u>1,875,552</u>	<u>606,325</u>	<u>713,946</u>	<u>472,315</u>	<u>(134,010)</u>
Other Sources:					
ROW Utilities	6,595,859	6,128,504	6,128,504	6,200,526	72,022
Transfer from Self Insurance	1,198,855	-	6,500	-	-
Payments in-lieu of Taxes	553,728	1,274,388	1,274,388	1,295,603	21,215
Reimbursements	4,876,640	3,470,274	3,470,274	3,479,000	8,726
Total Other Sources	<u>13,225,082</u>	<u>10,873,166</u>	<u>10,879,666</u>	<u>10,975,129</u>	<u>101,963</u>
TOTAL REVENUES	<u>\$ 40,973,796</u>	<u>\$ 38,587,808</u>	<u>\$ 37,819,319</u>	<u>\$ 38,734,755</u>	<u>\$ 146,947</u>

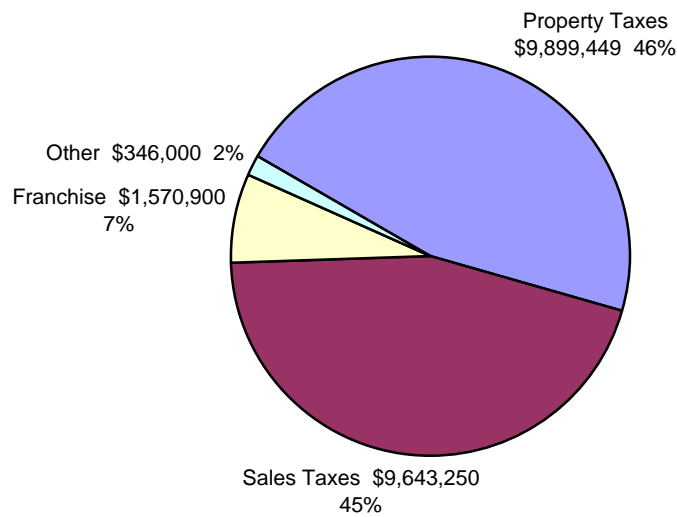
City of Bryan, Texas
General Fund
Summary of Revenues and Expenditures
Fiscal Year 2004

	FY2002 Actual	FY2003 Adopted	FY2003 Projected	FY2004 Adopted	Change from Adopted FY2003
<u>Expenditures</u>					
General Administration:					
Executive	\$ 1,096,231	\$ 757,188	\$ 698,716	\$ 719,498	\$ (37,690)
Economic Development	14,984	116,921	117,457	116,920	(1)
Traditions Project	-	124,351	120,759	120,768	(3,583)
Legal	443,040	465,383	425,932	439,512	(25,871)
Information Technology	1,416,501	1,448,091	1,461,272	1,370,237	(77,854)
Human Resources	456,536	512,921	498,195	510,590	(2,331)
Total General Admin.	<u>3,427,292</u>	<u>3,424,855</u>	<u>3,322,331</u>	<u>3,277,525</u>	<u>(147,330)</u>
City Secretary/Council Services:					
City Secretary	302,714	393,662	374,665	377,691	(15,971)
City Council Services	65	359,198	356,290	359,633	435
Public Information	-	195,962	198,014	200,152	4,190
Neighborhood/Youth Svcs.	-	104,679	100,760	102,930	(1,749)
Municipal Court	679,458	976,148	976,125	934,369	(41,779)
City Marshall's Training	195,468	1,400	1,400	1,400	-
Building Security	7,931	28,200	50,225	28,200	-
Total City Sec/Coun Svcs.	<u>1,185,636</u>	<u>2,059,249</u>	<u>2,057,479</u>	<u>2,004,375</u>	<u>(54,874)</u>
Fiscal Services:					
Finance and Accounting	764,317	939,099	858,880	952,666	13,567
Purchasing	347,235	401,692	345,778	385,719	(15,973)
Project Management	18,408	-	-	-	-
Total Fiscal Services	<u>1,129,960</u>	<u>1,340,791</u>	<u>1,204,658</u>	<u>1,338,385</u>	<u>(2,406)</u>
Community/Support Services					
Public Works Admin.	471,370	129,828	-	-	(129,828)
Engineering	874,548	938,615	922,786	960,844	22,229
Planning	388,833	468,138	555,957	527,249	59,111
Bryan Public Library	1,063,060	1,193,893	1,188,973	1,202,706	8,813
College Station Library	612,025	713,412	708,944	705,223	(8,189)
Building Services	550,550	611,447	467,545	503,025	(108,422)
Parks and Recreation	2,596,780	2,942,984	2,730,519	2,066,058	(876,926)
Facilities/Fleet	1,787,234	2,340,702	1,998,218	3,199,598	858,896
Transportation	3,487,204	3,095,558	2,628,091	2,847,128	(248,430)
Community Services Admin.	223,245	-	-	-	-
Development Services Admin.	95,357	-	7,745	-	-
Downtown	84,776	-	-	-	-
Environmental Services	1,840,494	-	246,207	-	-
Total Community/Support Svcs.	<u>14,075,476</u>	<u>12,434,577</u>	<u>11,454,985</u>	<u>12,011,831</u>	<u>(422,746)</u>
Public Safety:					
Police	9,798,717	10,178,314	10,138,168	10,620,072	441,758
Fire	6,731,689	6,372,721	6,711,061	6,987,998	615,277
Emergency Management	-	83,856	35,589	-	(83,856)
Total Public Safety	<u>16,530,406</u>	<u>16,634,891</u>	<u>16,884,818</u>	<u>17,608,070</u>	<u>973,179</u>
Transfers/Pmts to Other Agencies	<u>2,917,525</u>	<u>2,252,948</u>	<u>2,637,205</u>	<u>3,453,365</u>	<u>1,200,417</u>
TOTAL EXPENDITURES	<u>\$ 39,266,295</u>	<u>\$ 38,147,311</u>	<u>\$ 37,561,476</u>	<u>\$ 39,693,551</u>	<u>\$ 1,546,240</u>

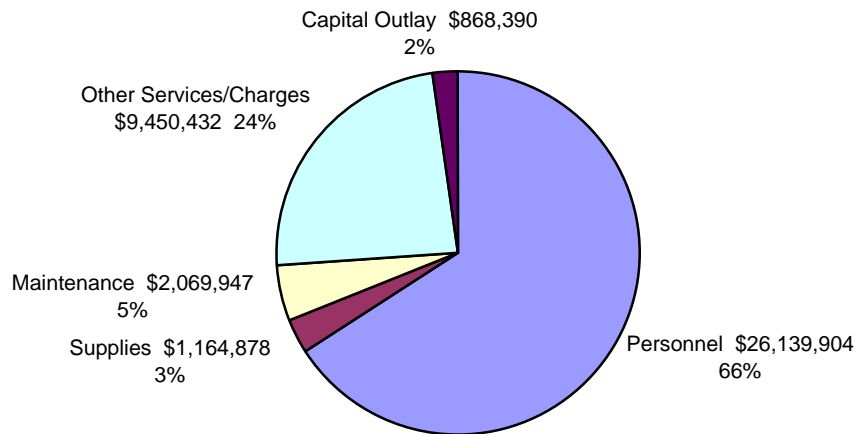
**City of Bryan, Texas
General Fund
Sources of Funds
Fiscal Year 2004
\$38,734,755**



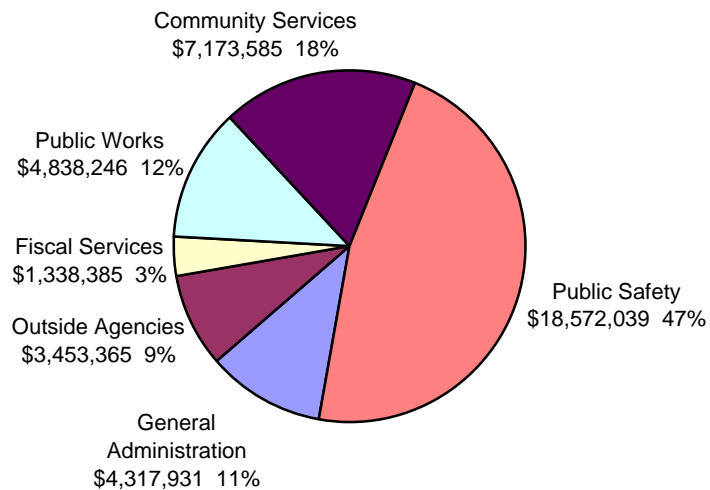
**Tax Revenue by Source
\$21,459,599**



City of Bryan, Texas
General Fund
Expenditures by Category
Fiscal Year 2004
\$39,693,551



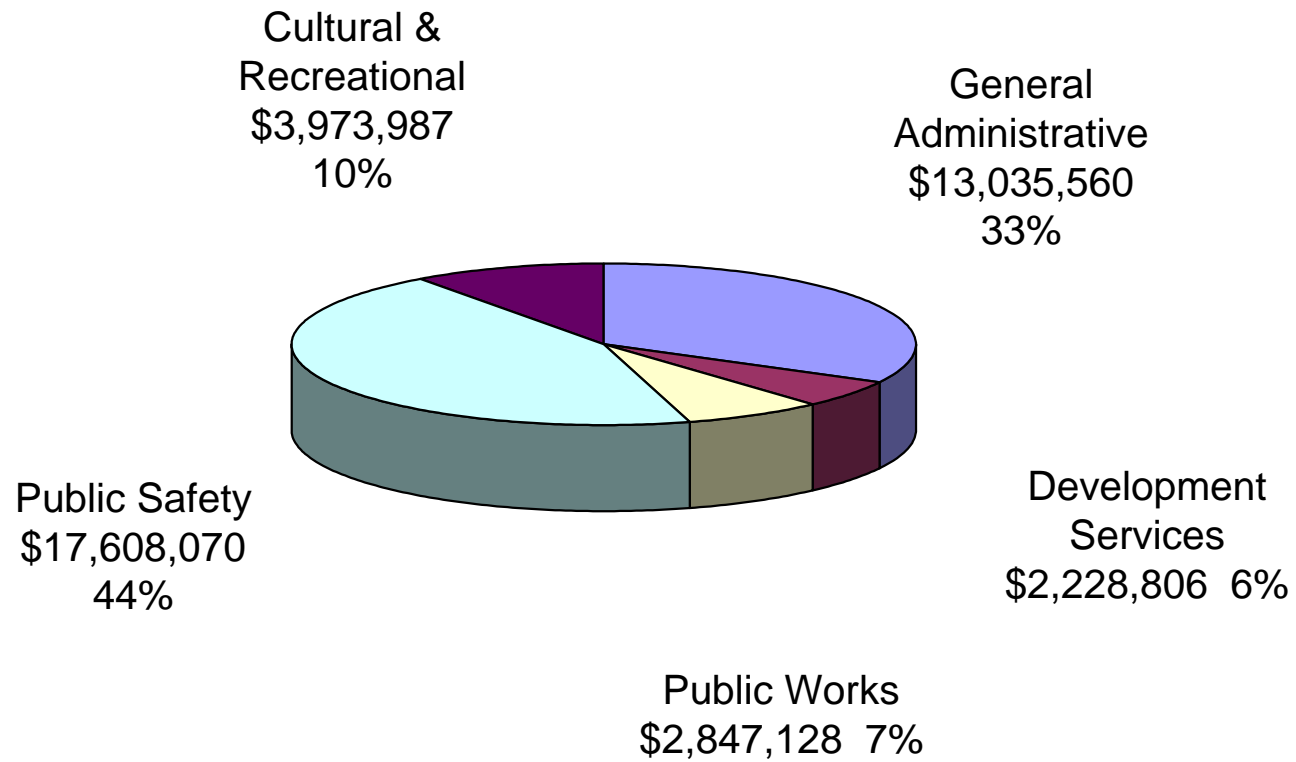
Expenditures by Division
\$39,693,551



City of Bryan, Texas
General Fund Expenditures by Function
Fiscal Year 2004

	FY2002 Actual	FY2003 Adopted	FY2003 Projected	FY2004 Adopted	Change from Adopted FY2003
Executive	\$ 1,096,231	\$ 757,188	\$ 698,716	\$ 719,498	\$ (37,690)
City Secretary	302,714	393,662	374,665	377,691	(15,971)
City Council Services	65	359,198	356,290	359,633	435
Public Information	-	195,962	198,014	200,152	4,190
Neighborhood/Youth Svcs.	-	104,679	100,760	102,930	(1,749)
Downtown	84,776	-	-	-	-
City Marshall's Training	195,468	1,400	1,400	1,400	-
Municipal Court	679,458	976,148	976,125	934,369	(41,779)
Legal	443,040	465,383	425,932	439,512	(25,871)
Pyments to Other Agencies	2,917,525	2,252,948	2,637,205	3,453,365	1,200,417
Finance and Accounting	764,317	939,099	858,880	952,666	13,567
Information Technology	1,416,501	1,448,091	1,461,272	1,370,237	(77,854)
Purchasing	347,235	401,692	345,778	385,719	(15,973)
Human Resources	456,536	512,921	498,195	510,590	(2,331)
Facilities/Fleet	1,787,234	2,340,702	1,998,218	3,199,598	858,896
Building Security	7,931	28,200	50,225	28,200	-
Project Management	18,408	-	-	-	-
General Administrative	10,517,439	11,177,273	10,981,675	13,035,560	1,858,287
Economic Development	14,984	116,921	117,457	116,920	(1)
Traditions Project	-	124,351	120,759	120,768	(3,583)
Planning	388,833	468,138	555,957	527,249	59,111
Engineering	874,548	938,615	922,786	960,844	22,229
Building Services	550,550	611,447	467,545	503,025	(108,422)
Development Services Admin.	95,357	-	7,745	-	-
Development Services	1,924,272	2,259,472	2,192,249	2,228,806	(30,666)
Public Works Admin.	471,370	129,828	-	-	(129,828)
Environmental Services	1,840,494	-	246,207	-	-
Transportation	3,487,204	3,095,558	2,628,091	2,847,128	(248,430)
Public Works	5,799,068	3,225,386	2,874,298	2,847,128	(378,258)
Police	9,798,717	10,178,314	10,138,168	10,620,072	441,758
Fire	6,731,689	6,372,721	6,711,061	6,987,998	615,277
Emergency Management	-	83,856	35,589	-	(83,856)
Public Safety	16,530,406	16,634,891	16,884,818	17,608,070	973,179
Community Services Admin.	223,245	-	-	-	-
Parks and Recreation	2,596,780	2,942,984	2,730,519	2,066,058	(876,926)
Bryan Public Library	1,063,060	1,193,893	1,188,973	1,202,706	8,813
College Station Library	612,025	713,412	708,944	705,223	(8,189)
Cultural & Recreational	4,495,110	4,850,289	4,628,436	3,973,987	(876,302)
Total Expenditures	\$ 39,266,295	\$ 38,147,311	\$ 37,561,476	\$ 39,693,551	\$ 1,546,240

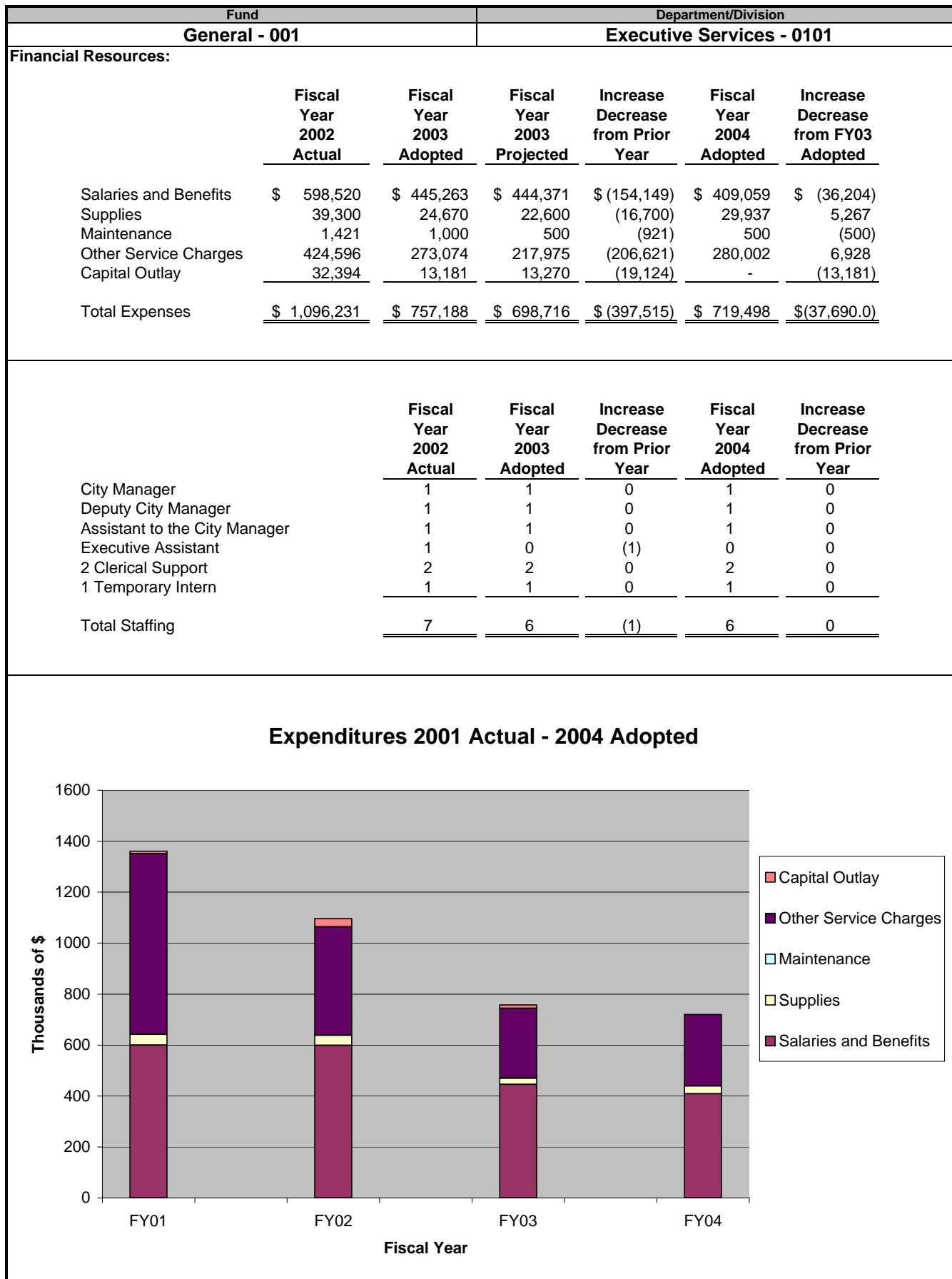
City of Bryan, Texas
General Fund Expenditures by Function
Fiscal Year 2004





**General Fund
Department Summaries**

Fund	Department/Division		
General - 001	Executive Services - 0101		
Division Mission Statement:			
Executive Services exists to provide support to the City Council and provide direction to staff based upon city council policy is also responsible for the management of all city operations while ensuring that all activities are done legally and ethically and that expenditures are made with fiduciary responsibility.			
Fiscal Year 2003 Accomplishments:			
City Manager was certified as an ICMA Credentialed Manager.			
The City completed Community ID® Phase I which assessed the retail potential of the community, profiled the lifestyle and buying of the community households, and rated the retail potential of four sites in the community.			
A Health Care Consortium of local government agencies (City of College Station, Brazos County, and City of Bryan) was created to pool resources to buy group health insurance for more than 2,100 employees.			
A Management Internship Program was developed to entice Bush School Graduate Students to become involved in local			
This program has fostered relations between the City and the Bush School.			
An evaluation was completed on all city owned properties. The result of the evaluation provided the City Council with a complete city properties, allowed for a centralized database of properties within the city, and provided information on properties that could divested.			
The successful selection of a Fixed Based Operator at Coulter Field.			
The 2003 Bryan Leadership Academy hosted a record number of participants. This class hosted 30 participants, all of which completed the program.			
Successfully Recruited a Police Chief, Economic Development Director, and IT Director.			
Consolidated the IT Department into one facility.			
Fiscal Year 2004 Critical Result Indicators:			
Council policy direction is effectively and accurately communicated to staff.			
An environment is created where diversity is valued and ethical, moral and legal conduct is fostered within our organization.			
Citizens are involved in community-wide decision-making processes.			
Citizen needs and issues are addressed in a responsive, equitable, and courteous manner.			
The City Council is well-informed and well-prepared for their decision-making responsibilities.			
Staff are treated fairly and with respect and are provided with a safe working environment.			
Public funds and assets are managed in a fiscally responsible manner.			
Staff maintains a consistently high quality of work and is encouraged to develop and improve their performance.			
Future needs of the organization and/or community are identified and planned for strategically.			
Fiscal Year 2004 Goals/Objectives:			
Excellent customer service.			
100% compliance with state and local laws.			
Increased citizen participation in local elections.			
Increase citizen volunteerism.			
Increased participation by citizens on city boards and commissions.			
Neighborhoods are organized and voice their concerns.			
Citizens utilize the city website for information.			
Citizens have opportunities to voice opinions though public hearings, public meetings, neighborhood meetings, and surveys.			
Maintain a General Fund reserve of at least 60 days of operating expenditures/expenses.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% of registered voters voting in local elections	5.2	8.2	12.0
Number of city volunteers	260	275	280
Number of applications for boards/commissions	85	126	125
Number of registered neighborhoods	4	18	24
Number of hits on city website			
Number of City Council Meetings	57	56	56
Number of days of operating expenses in the	58	58	60
General Fund reserve			




Fund	Department/Division		
General - 001	Executive/Economic Development - 0110		
Division Mission Statement:			
To promote and market Bryan, Texas as a excellent location for commercial, retail, and tourist oriented businesses			
Fiscal Year 2003 Accomplishments:			
Achieved Contract with Buxton Company for Community ID Organized Downtown Clean-up Event Assisted Downtown Bryan Economic Development Association (DBEDA) with funding and hiring of Executive Director Developed and wrote request for proposal on Howell Building and LaSalle Hotel Established Partnerships w/: Research Valley Partnership (RVP), Bryan/College Station Chamber of Commerce, Bryan/College Station Convention and Visitors Bureau (CVB), Bryan Business Council (BBC), and DBEDA.			
Fiscal Year 2003 Critical Result Indicators:			
A Commercial Tax Abatement Policy and presented to BBC for review and comment A Downtown/Community Clean-up Increased Business Locations and Expansions Enhanced communication between RVP, Chamber of Commerce, CVB Redevelopment of Manor East Mall			
Fiscal Year 2004 Goals/Objectives:			
Recruitment meetings with 10 businesses recommended by Community ID Completion of Economic Development web site incorporating GIS Development of a download recruitment packet for retail, commercial and tourism businesses			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Number of recruitment packages sent	*	*	20
Number or recruitment meetings	*	*	10
Percent of information requests sent within 48 hours	*	*	95%
Net increase in traffic counts on the Central Business Corridor	*	*	8%
* Data not available			

Fund		Department/Division				
General - 001		Executive/Economic Development - 0110				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 14,661	\$ 107,617	\$ 105,878	\$ 91,217	\$ 104,375	\$ (3,242)
Supplies	-	600	1,075	1,075	1,746	1,146
Maintenance	-	-	-	-	-	-
Other Service Charges	323	8,704	10,504	10,181	10,799	2,095
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ 14,984</u>	<u>\$ 116,921</u>	<u>\$ 117,457</u>	<u>\$ 102,473</u>	<u>\$ 116,920</u>	<u>\$ (1)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Economic Development Director	0	1	1	1	0	
Total Staffing	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	

Fund	Department/Division		
General - 001	Executive/Traditions Project - 0114		
Division Mission Statement:			
To facilitate the completion of the projects envisioned in the development proforma of the Tax Increment Reinvestment Zone #10, also known as the Traditions project.			
Fiscal Year 2003 Accomplishments:			
Pipeline relocated that obstructed four planned fairways. Easements issues resolved. One Third of Spine road (Traditions Drive) completed. Surveys completed for golf course and Cashion Property. Flood plain issues resolved with Corps of Engineers. Infrastructure improvements completed through Phase I. Title issues being addressed for property on north end of project. Golf course 95% complete. Engineering Drawings 95% complete for next phase of Spine Road.			
Fiscal Year 2004 Critical Result Indicators:			
Cleared property titles facilitate development of the project. Construction of the new Golf Course makes lots for sale attractive. Sales of residential lots repay City for land purchases. Property values increase as a result of infrastructure improvements. Relocated pipeline facilitates construction of golf course which in turn insured drainage planning to remove impact on future Drainage planning removes impact of runoff on residential lot sales.			
Fiscal Year 2004 Goals/Objectives:			
Install signage for residential areas Complete construction of golf course with grand opening in May/June, 2004. Begin selling lots. Increase assessed property values through improvements and sales. Extend North Traditions Drive to Gabbard Road to facilitate access to future residential property along golf course fairway. Install landscaping at entry to project.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Percent of completion of Golf Course	0	95	100
Number of lots sold	0	0	20-30

Fund		Department/Division				
General - 001		Executive/Traditions - 0114				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	-	\$ 113,377	\$ 110,766	\$ 110,766	\$ 110,758	\$ (2,619)
Supplies	-	600	419	419	400	(200)
Maintenance	-	-	-	-	-	-
Outside Services	-	10,374	9,574	9,574	9,610	(764)
Other Expenses	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
	-	\$ 124,351	\$ 120,759	\$ 120,759	\$ 120,768	\$ (3,583)

Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year
Traditions Project Manager	0	1	1	1	0
Total Staffing	0	1	1	1	0



Fund	Department/Division		
General - 001	Information Technology Svcs. - 0631		
Division Mission Statement:			
To provide excellent information technology support to City offices to enable those offices to rapidly perform their functions more efficiently and with greater customer service.			
Fiscal Year 2003 Accomplishments:			
Brought in new management. Consolidated all IT staff in one building. Developed a Long Term Technology Plan. Improved Customer Service at all levels. Expanded installation and training of Cognos Impromptu for departmental reporting from HTE applications. Initiated and began development on first internet based service for citizens and non-citizens. Created our GIS Department and began deployment of this enabling software package. Progressed rapidly towards deployment of our new 800 MHz radio system. Effectively insulated the City from the many new viruses running rampant over the last year. Reduced overall telecom expenses for the city by eliminating excess capacity and implementing new solutions for Court and Police.			
Fiscal Year 2003 Critical Result Indicators:			
Maintain network availability at 98% or higher. Maintain AS/400 (iSeries) availability to 98% or higher. Respond to help desk requests within 30 minutes on average during normal work hours.			
Fiscal Year 2004 Goals/Objectives:			
Maintain network availability at 98% or higher. Maintain iSeries availability at 98% or higher. Respond to help desk requests within 20 minutes on average, during normal work hours. Replace all pc's and notebooks under 400 Mhz processor speed. Move budgeting/expense authority for technology expenditures to departments			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Help Desk calls processed:	*	3000	4500
% Help Desk calls with response time under 1 hr:	*	65.0	90.0
% Help Desk calls solved under 2 hours:	*	60.0	75.0
% Help Desk calls solved under 24 hours:	*	75.0	90.0
* Not tracked during this period.			

Fund			Department/Division			
General Fund - 001			Information Technology Svcs. - 0631			
Financial Resources						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 686,466	801,661	789,761	103,295	792,753	(8,908)
Supplies	33,918	65,391	62,278	28,360	75,373	9,982
Maintenance	452,696	372,356	438,479	(14,217)	402,943	30,587
Other Service Charges	235,001	88,864	89,256	(145,745)	79,168	(9,696)
Capital Outlay	8,420	119,819	81,498	73,078	20,000	(99,819)
Total Expenses	<u>\$1,416,501</u>	<u>1,448,091</u>	<u>1,461,272</u>	<u>44,771</u>	<u>1,370,237</u>	<u>(77,854)</u>

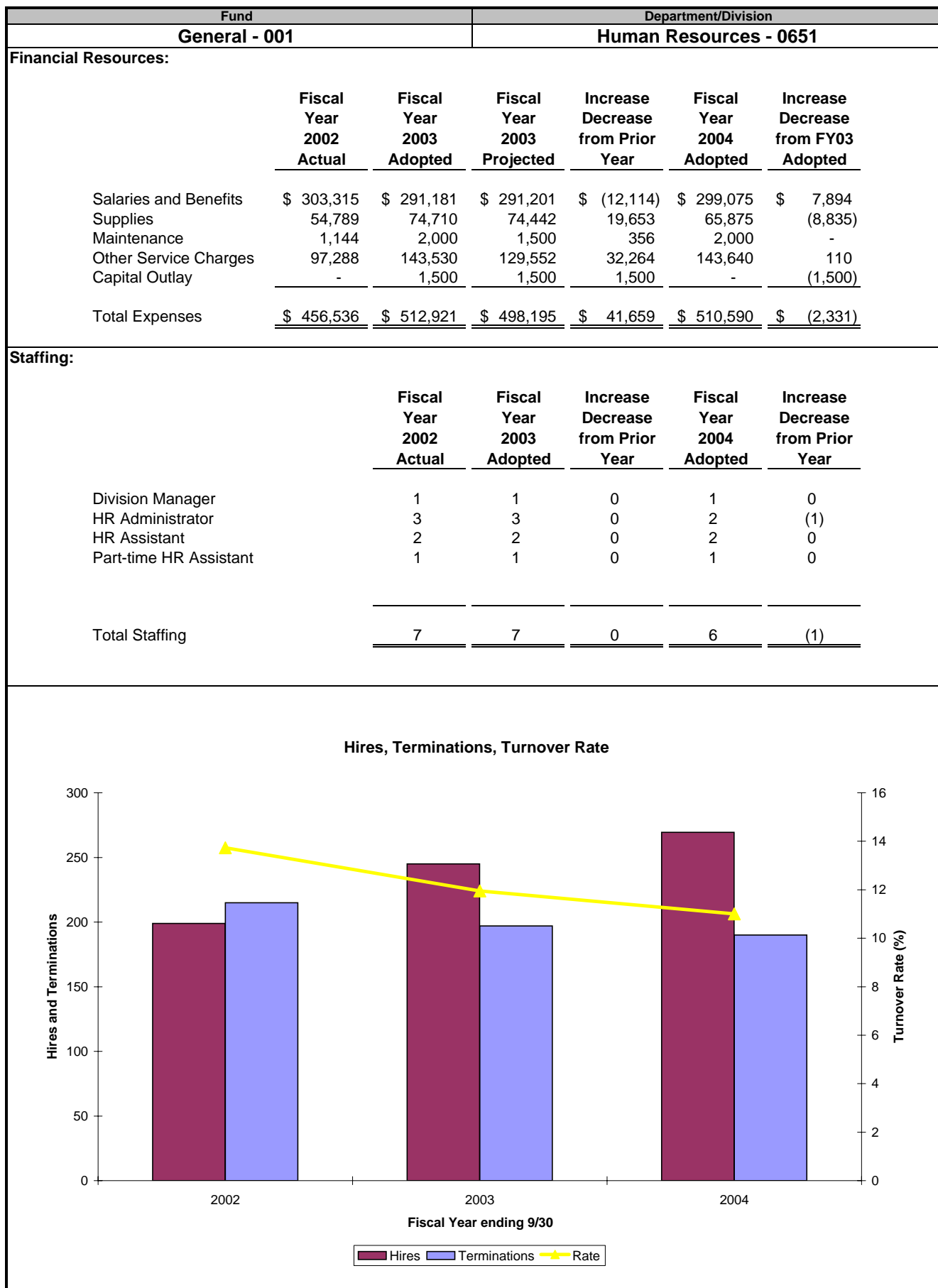
Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year
Director	1	1	0	1	0
Administrative Assistant	0	1	1	1	0
Systems Administrator	1	1	0	1	0
Systems/Network Specialist	1	1	0	1	0
Systems Support Specialist	5	5	0	3	(2)
Telecomm Administrator	1	1	0	1	0
Telecomm Support Specialist	1	1	0	1	0
Business Systems Consultant	2	2	0	1	(1)
Applications Support Specialist	1	1	0	1	0
Webmaster	1	0	(1)	0	0
Radio Coordinator	0	0	0	1	1
GIS Coordinator	0	0	0	1	1
Total Staffing	<u>14</u>	<u>14</u>	<u>0</u>	<u>13</u>	<u>(1)</u>

Help Desk Calls per Month

Month	Number of Calls
Sept	250
Oct	280
Nov	230
Dec	220
Jan	240
Feb	270
Mar	300
Apr	220
May	180
June	190
July	240
Aug	180

■ Calls Received

Fund		Department/Division	
General - 001		Human Resources - 0651	
Division Mission Statement:			
The Human Resources Department supports the City's efforts to attract, develop, and retain a diverse, well-qualified and productive workforce that is capable of providing quality services to the citizens of Bryan.			
Fiscal Year 2003 Accomplishments:			
Participated in job fairs in various locations.			
Revised Career Progression ladders for professional & management positions to better reflect the City's organizational structure & to provide more mobility through the ladders.			
Conducted/compiled salary survey data for COB positions & some BTU positions.			
Coordinated and/or conducted several training classes for supervisors & employees in various departments (FLSA, sexual harassment, Emotional Intelligence, civil service, EEOC related laws, etc.)			
Conducted and/or assisted with several personnel related issues, claims & investigations.			
Fiscal Year 2004 Critical Result Indicators:			
Quality/diversity of candidates for vacant positions.			
Competitiveness of compensation and benefits			
Customers treated in a professional & courteous manner w/ quality services provided in an efficient manner.			
Fiscal Year 2004 Goals/Objectives:			
Provide more training programs to support departments in promoting employee development within the City.			
Update policies and procedures to support changing laws and regulations, as well as the demands and needs of the City.			
Take steps to ensure that staff diversity is representative of community diversity.			
Work with departments to encourage incentives and recognition for employees.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
# of Personnel Requisitions Processed ¹	190	223	240
Total # of Applications Received ¹	4797	6414	7200
% of White applicants	52.5%	51.2%	50.5%
% of Black or African-American applicants	23.0%	23.8%	24.0%
% of Hispanic or Latino origin applicants	18.3%	19.0%	21.5%
% of Asian or Other Pacific Islander applicants	1.1%	1.3%	1.5%
% of American Indian or Alaska Native applicants	0.3%	0.5%	0.5%
% of Other or race not specified	4.8%	4.2%	2.0%
% of Female applicants	38.6%	43.5%	46.0%
% of Male applicants	56.6%	51.5%	52.0%
% of gender not specified	4.8%	5.0%	2.0%
% of apps meeting minimum qualifications	85.2%	81.0%	88.5%
Total # of New Hires ²	199	245	270
% of White new hires	69.8%	70.1%	65.8%
% of Black or African-American new hires	12.6%	15.0%	14.8%
% of Hispanic or Latino origin new hires	15.6%	12.7%	15.5%
% of Asian or Other Pacific Islander new hires	1.5%	0.8%	2.0%
% of American Indian or Alaska Native new hires	50.0%	0.5%	0.9%
% of Other or race not specified	4.8%	0.9%	1.0%
% of Female new hires	50.3%	50.6%	52.0%
% of Male new hires	49.7%	49.4%	48.0%
# of Terminations ²	215	197	190
Turnover rate ³	13.73	11.95	11.00
¹ Includes COB & BTU			
² Includes full-time, part-time & temporary employees			
³ Reflects only full-time positions			



Fund	Department/Division																												
General - 001	Legal/Legal - 0401																												
Division Mission Statement:																													
To provide high quality legal services to assist the City of Bryan in achieving its lawful objectives.																													
Fiscal Year 2003 Accomplishments:																													
Reduced expenditures for personnel by retaining contract prosecutors. Created vacancy savings by holding open a paralegal vacancy. Saved Self Insurance Fund outside counsel expenses by defending the City with in house staff. Developed a means of compliance with FAA requirements on airport self-sustainability.																													
Fiscal Year 2004 Critical Result Indicators:																													
Communication with elected and appointed officials, staff and the public is effective. Legal advice is accurate, timely and meets client needs. Contracts prepared by third-parties and reviewed by legal services are valid and enforceable. City ordinances and agenda items are thoroughly and promptly reviewed. Qualified legal staff are recruited and retained.																													
Fiscal Year 2004 Goals/Objectives:																													
No complaints from internal clients regarding legal staff communications. Majority of Council inquiries are responded to within the same business day. Legal advice and services are provided on or before the agreed upon delivery date. At least 75% of clients surveyed will rate advice and services provided by legal services as good or excellent. When challenged, city contracts will be declared valid and enforceable. Disputes regarding interpretations of contracts drafted by legal services do not arise. Ordinances and agenda items are reviewed and forwarded within required deadlines.																													
Performance and Activity Measures:																													
	<table><tr><td></td><td>Fiscal Year 2002 Actual</td><td>Fiscal Year 2003 Projected</td><td>Fiscal Year 2004 Proposed</td></tr><tr><td>% of customers rated service as good or excellent</td><td>95%</td><td>98%</td><td>99%</td></tr><tr><td>Median response time to Council requests (days)</td><td>0.6</td><td>0.4</td><td>0.5</td></tr><tr><td>% of tasks meeting agreed deadlines</td><td>94%</td><td>98%</td><td>99%</td></tr><tr><td># of City contracts ruled invalid or unenforceable</td><td>0</td><td>0</td><td>0</td></tr><tr><td># of disputes over interpretation on City-written contracts</td><td>0</td><td>0</td><td>0</td></tr><tr><td># of ordinances or agenda items not reviewed by required deadline</td><td>0</td><td>0</td><td>0</td></tr></table>		Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed	% of customers rated service as good or excellent	95%	98%	99%	Median response time to Council requests (days)	0.6	0.4	0.5	% of tasks meeting agreed deadlines	94%	98%	99%	# of City contracts ruled invalid or unenforceable	0	0	0	# of disputes over interpretation on City-written contracts	0	0	0	# of ordinances or agenda items not reviewed by required deadline	0	0	0
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# of ordinances or agenda items not reviewed by required deadline	0	0	0																										

Fund			Department/Division			
General - 001			Legal/Legal - 0401			
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 401,630	\$ 426,897	\$ 357,446	\$ (44,184)	\$ 355,222	\$ (71,675)
Supplies	3,087	3,600	3,480	393	3,480	(120)
Maintenance	-	-	-	-	-	-
Other Service Charges	38,323	34,886	65,006	26,683	80,810	45,924
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ 443,040</u>	<u>\$ 465,383</u>	<u>\$ 425,932</u>	<u>\$ (17,108)</u>	<u>\$ 439,512</u>	<u>\$ (25,871)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
City Attorney	1	1	0	1	0	
Assistant City Attorney	3	3	0	2	(1)	
Legal Assistant	2	2	0	2	0	
	<u>6</u>	<u>6</u>	<u>0</u>	<u>5</u>	<u>(1)</u>	


Fund	Department/Division		
General - 001	City Secretary/City Secretary - 0201		
Division Mission Statement:			
The mission of the City Secretary's Department is to support, facilitate and strengthen the City of Bryan governmental process by:			
<div>1. Assisting the City Council in fulfilling its duties and responsibilities;</div> <div>2. Improving public access to municipal records and other information;</div> <div>3. Enhancing public participation in municipal government processes;</div> <div>4. Safeguarding and enriching the municipal election and records management processes;</div> <div>5. Providing continuity for Bryan city government by recording its legislative actions, both contemporary and archival, and serving as historian for the City of Bryan;</div> <div>6. Serving as the local registrar for Bryan residents by proper recordation and filing of birth and death records.</div>			
Fiscal Year 2003 Accomplishments:			
Winner of the Texas Department of Health, Bureau of Vital Statistics, Five Star Award, for excellence in vital statistics reporting.			
Precleared with the U. S. Department of Justice the City's new DRE voting system.			
Conducted a very successful voter outreach/education campaign regarding the new voting system.			
Conducted a flawless City/Bryan ISD joint election using new voting system, the first held in Brazos County using the new system.			
Assisted Brazos County with new voting system selection process (vice chair of committee).			
Eliminated records storage center in BTU building.			
Successful digital storage of archival records for disaster recovery purposes.			
Fiscal Year 2004 Critical Result Indicators:			
Efficient records management.			
Excellent Vital Statistics services.			
Successful election administration			
Timely, efficient responses to open records requests.			
Prompt processing of official documents			
Prompt preparation of Council Meeting minutes.			
Timely, efficient preparation of Council agenda and packets.			
Efficient implementation of new laws resulting from 78th Session of Texas Legislature.			
Fiscal Year 2004 Goals/Objectives:			
Continue implementation of Laserfiche records management system in additional departments.			
Implement new laws resulting from 78th Session of Texas Legislature in operations.			
Win the Five Star Award from the Texas Department of Health, Bureau of Vital Statistics.			
Continue conversion of archival records to digital images for disaster recovery purposes.			
Assist Brazos County with use of new voting system in November election.			
Improvements in Channel 20 programming and content of City website (through Public Information Office).			
Provide public domain of City records through Laserfiche Weblink.			
Continued success of Neighborhood Association Partnership Program (through Neighborhood/Youth Services Office).			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Number of records converted to electronic format	196,539	160,300	250,000
Number of birth records reported to the State	2,492	2,500	2,750
Number of death records reported to the State	751	775	800
Successful elections	1	1	1
Number of paper copies provided for open records requests	12,206	10,265	12,000
Processing of official documents for Council Meetings	255	398	400
Number of timely agendas and minutes prepared	57	56	56

Fund		Department/Division				
General - 001		City Secretary/City Secretary - 0201				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 237,121	\$ 284,654	\$ 288,166	\$ 51,045	\$ 279,776	\$ (4,878)
Supplies	18,175	15,444	15,193	(2,982)	15,444	-
Maintenance	-	4,000	-	-	4,000	-
Other Service Charges	47,418	84,564	68,306	20,888	78,471	(6,093)
Capital Outlay	-	5,000	3,000	3,000	-	(5,000)
Total Expenses	\$ 302,714	\$ 393,662	\$ 374,665	\$ 71,951	\$ 377,691	\$ (15,971)

Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year
City Secretary	1	1	0	1	0
Administrative Assistant	1	1	0	1	0
Council Services Assistant	0	1	1	1	0
Records Management Technician	1	1	0	1	0
Vital Records Technician	1	1	0	1	0
Public Information Clerk	1	1	0	1	0
Part-time Clerk	1	0	(1)	0	0
Total Staffing	6	6	0	6	0

BRZOS

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Fund	Department/Division		
General - 001	City Secretary - Council Services 0202		
Division Mission Statement:			
The City of Bryan exists so that Bryan will be a healthy, safe attractive and successful community for a reasonable financial burden.			
Fiscal Year 2003 Accomplishments:			
Conducted Council retreat to review comprehensive goals and objectives for the City through a strategic goal setting process. Measurable accomplishments in implementation of identified Council strategic initiatives. Actively participated in 78th Session of the Texas Legislature. Conducted single member district meetings at neighborhood level.			
Fiscal Year 2004 Critical Result Indicators:			
Support and direction provided to Staff Policies are reviewed and approved. Council is active in the community. Strategic initiatives encompass Council vision for future. Public input is actively sought.			
Fiscal Year 2004 Goals/Objectives:			
Provide administrative support and legislative assistance in policy making process. Handle daily requests and correspondence not requiring the City Council's personal attention. Provide liaison support to the City Council, citizens, community leaders and city staff. Implement changes in laws as a result of 2003 Legislative session. Continue capital projects to address Council strategic initiatives. Continue rotation of single member district neighborhood meetings.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Number of Council phone calls received	*	5,000	5,000
Number of Council correspondences processed	1,334	1,912	2,000
Number of Council meetings (regular, workshop, special)	57	56	56
Number of Council special receptions/events	2	1	2
Number of Council district meetings	3	2	3
* data not available.			

Fund		Department/Division				
General - 001		City Secretary/Council Services - 0202				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	10,500	9,569	9,569	10,500	-
Maintenance	65	-	-	(65)	-	-
Other Service Charges	-	318,698	312,678	312,678	349,133	30,435
Capital Outlay	-	30,000	34,043	34,043	-	(30,000)
Total Expenses	<u>\$ 65</u>	<u>\$ 359,198</u>	<u>\$ 356,290</u>	<u>\$ 356,225</u>	<u>\$ 359,633</u>	<u>\$ 435</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Staff Support Provided by City Secretary Department						
Total Staffing	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	



Fund	Department/Division		
General - 001	City Secretary/Public Information Office - 0111		
Division Mission Statement:			
To provide the citizens of Bryan and local media timely information, whether educational or emergency in nature.			
Fiscal Year 2003 Accomplishments:			
Increased number of press releases on positive aspects of City of Bryan. Increased media coverage of positive stories within the City of Bryan. Professional specs acquired for replacing council chamber audio system; bid awarded in 5/03. Acquired new equipment to facilitate remote broadcasts on Channel 20; BISD board meetings air for first time. Conducted media relations training to managers and staff at no cost; partnered with Blinn College. Produced second consecutive City of Bryan annual report; latest in four-color, yet lower cost than previous one. Community Crisis Team makes progress toward activation in times of emergency; will participate in WMD training. Take over employee newsletter from Human Resources; now created and disseminated electronically and at no cost. Currently finalist in two categories (employee newsletter and video series) in state industry competition (TAMIO); results in June. Launched inaugural Living & Learning newsletter with Bryan Independent School District. Launched "Get Connected" e-mail listserv in February; already approaching 200 subscribers.			
Fiscal Year 2004 Critical Result Indicators:			
Injury and inconvenience are avoided through efficient information dissemination. Enhancing citizens' quality of life by providing information necessary for open government and opportunities for participation in governance process. Enhancement of community pride through the promotion of positive aspects of life in Bryan. The promotion of positive relations with media representatives to instill in them a positive outlook on the community and its government.			
Fiscal Year 2004 Goals/Objectives:			
To further increase number of press releases on positive aspects of the City of Bryan. To increase media coverage of positive stories within the COB. To combine production efforts and facilities with Bryan ISD to foster an increase in programming in a learning environment. To program at least six hours of COB programming on Channel 20 each day. To better involve COB departments in the creation of Channel 20 programming. To utilize Channel 20, Get Connected and the COB web site as a source of emergency information. To be responsive, timely and accurate when providing information to media representatives.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Number of positive press releases created	125	140	145
Average # hours/day total city programs on Ch.20	3	4	6
Instances of emergency info posted on web or Ch.20	0	1	3
Media rating of info received in timely manner	92.80%	93%	95%
Number of Commercials Produced	1	4	8

Fund		Department/Division				
General - 001		City Secretary/Public Information Office - 0111				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ -	\$ 125,090	\$ 125,105	\$ 125,105	\$ 132,616	\$ 7,526
Supplies	-	12,925	15,450	15,450	12,925	-
Maintenance	-	-	-	-	-	-
Other Service Charges	-	52,247	40,747	40,747	54,611	2,364
Capital Outlay	-	5,700	16,712	16,712	-	(5,700)
Total Expenses	<u>\$ -</u>	<u>\$ 195,962</u>	<u>\$ 198,014</u>	<u>\$ 198,014</u>	<u>\$ 200,152</u>	<u>\$ 4,190</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Public Information Officer*	1	1	0	1	0	
Media Specialist*	1	1	0	1	0	
Temporary Intern*	1	1	0	1	0	
Total Staffing	<u>3</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>0</u>	
* Prior to FY2003 the staff was budgeted in the Executive Department.						

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**a new information listserv
from the city of bryan.**

www.bryantx.org

Fund	Department/Division		
General - 001	City Secretary/Neighborhood-Youth Svcs. 0112		
Division Mission Statement:			
Youth Services: To contribute to the healthy and pro-social development of all youth in the City of Bryan by assuring they have opportunities, with their families and through public and private community institutions and agencies, to engage in programs which will provide positive experiences and outcomes in a safe environment.			
Neighborhood Services: The Neighborhood Association Partnership Program (NAPP) is an effort to improve the quality of life in the City of Bryan by promoting and facilitating citizen communication, participation and involvement in local governance.			
Fiscal Year 2003 Accomplishments:			
Assisted with the growth and development of the local Big Brothers/Big Sisters program. Hosted a shadowing experience for Bryan High School sophomores. Added 3 new Boy Scout Troops in the Arrowmoon District. Co-hosted largest Week of the Young Child celebration ever in Bryan. Sought creation of Neighborhood Partnership Program (NAPP). Registered first neighborhood association with the city. Registered a total of 12 new neighborhood associations with the City of Bryan for a total of 16 associations.			
Fiscal Year 2004 Critical Result Indicators:			
Provide youth opportunities for a relationship with an adult mentor. Provide opportunities for youth to learn and serve the community. Recognize youth for positive achievements. Provide youth opportunities to learn critical healthy life skills. Develop partnerships with other youth serving agencies. Make community presentations about youth development issues. Provide technical assistance to other youth serving agencies. Develop the Neighborhood Association Program. Facilitate City staff serving as Guest Lecturers on local government for Bryan High School Government classes. Continue the support for the organization and registration of neighborhood associations with the City. Help more registered neighborhood associations receive matching grant funds from the City for neighborhood improvement projects.			
Fiscal Year 2004 Goals/Objectives:			
Provide community service opportunities for Bryan High School students. Continue the growth and development of the Big Brothers/Bid Sisters program. Develop supportive resources for the Boy Scouts programs supported by the city. Continue mentoring programs such as Job Shadowing, Youth Entrepreneurship and Leadership Skills Training. Continue the growth and development of the NAPP program. Register additional neighborhood associations. Host neighborhood forums in council districts and city-wide. Facilitate City staff serving as Guest Lecturers of local government for Bryan High School Government class.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Youth receiving new adult mentors	0	60	100
BISD students involved in internships and job shadowing	0	20	75
Youth participating in entrepreneur training	10	15	50
New units for Boy Scouts and Girl Scouts	1	3	5
Presentations to Community Groups	20	20	30
Neighborhood associations registered	0	16	24
Neighborhood associations utilizing matching grant funds	0	4	8

Fund		Department/Division				
General Fund - 001		City Secretary/Neighborhood-Youth Svcs. 0112				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ -	\$ 74,173	\$ 72,754	\$ 72,754	\$ 75,284	\$ 1,111
Supplies	-	2,725	2,225	2,225	2,725	-
Maintenance	-	-	-	-	-	-
Other Service Charges	-	27,781	25,781	25,781	24,921	(2,860)
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ -</u>	<u>\$ 104,679</u>	<u>\$ 100,760</u>	<u>\$ 100,760</u>	<u>\$ 102,930</u>	<u>\$ (1,749)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Neighborhood/Youth Svcs. Mgr.*	0	1	1	1	0	
Total Staffing	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	
*Prior to FY2003 position budgeted in Executive Department.						

Fund	Department/Division		
General - 001	City Secretary/Municipal Court - 0301		
Division Mission Statement:			
The mission of the City of Bryan Municipal Court is to serve the public in a fair, efficient and accountable manner while contributing to the quality of life in our community by impartially administering justice.			
Fiscal Year 2003 Accomplishments:			
Implemented the DPS/FTA program which has proven to be very successful in getting individuals to come in and pay their outstanding warrants.			
As of June 2003, the court clerks office personnel had all completed certification requirements for Level I certification and the clerk's office had three level II certified clerks.			
Court procedures/policies were reviewed and found satisfactory by the Texas Municipal Courts Education Center.			
Fiscal Year 2004 Critical Result Indicators:			
Judicious collection of assessed fines and fees.			
Efficient and accurate docketing of cases for adjudication.			
Courteous treatment of citizens.			
Prompt response to information from the public.			
Fiscal Year 2004 Goals/Objectives:			
Marshall's will achieve warrant service targets.			
Effectively resolve warrants by increasing the percentage of warrants resolved through fine payment rather than arrest and increasing the percentage of revenues collected on outstanding warrants.			
Process citations within 3 days of issuance.			
Collect fines for filed complaints within 60 days (Non-deferrals).			
Collect fines for deferred cases within 6 month required timeframe (maximum statutory period).			
Citizens will rate their experience with the court and manner in which they are treated as good or excellent.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% of Marshall achieving warrant service targets	100%	100%	100%
# of warrants served w/arrests annually	4763	4500	4500
Revenue collected on outstanding warrants (\$)	1,600,000	1,000,000	1,000,000
Average # of days to process citations	3	3	3

Fund			Department/Division			
General - 001			City Secretary/Municipal Court - 0301			
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 639,123	\$ 674,920	\$ 668,281	\$ 29,158	\$ 569,271	\$ (105,649)
Supplies	28,273	41,195	36,195	7,922	41,195	-
Maintenance	4,646	3,200	3,200	(1,446)	3,200	-
Other Service Charges	210,815	286,433	298,074	87,259	350,303	63,870
Capital Outlay	-	-	22,000	22,000	-	-
Total Expenses	<u>\$ 882,857</u>	<u>\$ 1,005,748</u>	<u>\$ 1,027,750</u>	<u>\$ 144,893</u>	<u>\$ 963,969</u>	<u>\$ (41,779)</u>
Note: above budget includes budgets for Court, Marshals, Training and Building Security.						
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Proposed	Increase Decrease from Prior Year	
City Marshall/Bailiff	3	3	0	3	0	
Community Services Coordinator	1	1	0	1	0	
Deputy Court Clerk	8	7	(1)	7	0	
Municipal Court Manager	1	1	0	1	0	
Municipal Court Administrative Asst	1	1	0	1	0	
Municipal Court Judge	1	1	0	0	(1)	
Warrant Technician	1	1	0	1	0	
	<u>16</u>	<u>15</u>	<u>(1)</u>	<u>14</u>	<u>(1)</u>	

Fund	Department/Division																																																
General - 001	Fiscal Services/Fiscal Services - 0621																																																
Division Mission Statement:																																																	
The Fiscal Services Division exists to assure legal and financial accountability and to provide accurate, timely, relevant information on the financial status and operations of the City to the legislative body, management, citizens, and other related parties for use in planning, control, and evaluation of the City's activities. The division is responsible for general accounting functions, payroll, accounts payable, capital asset records maintenance, debt management, preparation of the annual budget and preparation of the comprehensive annual financial report.																																																	
Fiscal Year 2003 Accomplishments:																																																	
Closed each accounting period and provided City Management with monthly financial reports on a timely basis. Monitored the status of capital project funds and provided monthly status reports to the appropriate managers. Outsourced the billing and collection of emergency medical service accounts. Became compliant with all Federal Arbitrage requirements and began accumulating arbitrage data on a monthly basis. Revised accounting procedures and reporting, including the CAFR, to comply with GASB pronouncements. Received the Investment Policy Certificate of Distinction from the Government Treasurer's Organization of Texas. Began providing individual training in accounts payable and cash receipts to City employees. Actively pursued delinquent liquor licensees, increasing liquor license revenues for the year by more than 50%. Presented budget reports to the City Council and Management Team on a quarterly basis. Maintained compliance with all applicable Federal and State accounting and financial reporting requirements.																																																	
Fiscal Year 2004 Critical Result Indicators:																																																	
Close each accounting period by the 14th working day of the subsequent month. Provide city management with monthly financial reports by the 16th working day of the subsequent month. Present operating budget and capital project status to City Council and Management Team on a quarterly basis. Monitor status of capital project funds and provide appropriate managers with monthly status reports. Prepare comprehensive annual financial report meets the criteria of the Government Finance Officers Association Excellence in Financial Reporting Award program. Receive unqualified opinion on financial statements from external auditors. Prepare annual operating budget which meets the criteria of the Government Finance Officers Association Distinguished Budget Award program. Post annual budget and comprehensive annual financial report on the City's web site. Continue emphasis on City's performance measurement program. Incorporate Five Year Financial forecast into annual budget decision making process. Assist in development of Council Finance Committee.																																																	
Fiscal Year 2004 Goals/Objectives:																																																	
Provide accurate, timely, relevant financial information to the City Council, management, investors, and citizens of the City. Ensure legal compliance with all applicable Federal, State, and City Charter accounting, budgeting, and financial reporting requirements. Prepare a comprehensive annual operating budget which informs readers of the anticipated financial condition and flow of financial resources of the City. Prepare annual financial statements which fairly present the financial position of the City's funds and activities in conformity with generally accepted accounting principles. Assist the City Council in fulfilling its' fiduciary oversight responsibilities. Effectively manage the City's financial assets. Receive Government Finance Officer's Association Excellence in Financial Reporting Award for FY2003 Comprehensive Annual Financial Report. Receive Government Finance Officer's Association Distinguished Budget Award for FY2004 Annual Budget.																																																	
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Fund		Department/Division				
General - 001		Fiscal Services/Fiscal Services - 0621				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 580,674	\$ 747,989	\$ 656,939	\$ 76,265	\$ 728,531	\$ (19,458)
Supplies	27,881	35,022	25,300	(2,581)	32,622	(2,400)
Maintenance	275	5,200	300	25	900	(4,300)
Other Service Charges	154,286	150,888	172,741	18,455	190,613	39,725
Capital Outlay	1,201	-	3,600	2,399	-	-
Total Expenses	<u>\$ 764,317</u>	<u>\$ 939,099</u>	<u>\$ 858,880</u>	<u>\$ 94,563</u>	<u>\$ 952,666</u>	<u>\$ 13,567</u>

Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year
Chief Financial Officer	1	1	0	1	0
Accounting Manager	1	1	0	1	0
Treasurer/Budget Officer	1	1	0	1	0
Budget Analyst	1	1	0	1	0
General Accountant	2	2	0	2	0
Payroll Specialist	1	1	0	1	0
Accounts Payable	2	2	0	2	0
Ambulance Billing	1	1	0	0	(1)
Finance Specialist	1	1	0	1	0
Finance Specialist	2	2	0	1	(1)
Finance Assistant	0	0	0	1	1
Housing & ED Admin.*	0	1	1	1	0
Total Staffing	<u>13</u>	<u>14</u>	<u>1</u>	<u>13</u>	<u>(1)</u>

* Housing and ED Administrator is funded 60% in Fiscal Services and 40% in Community Development.

Fiscal Services Budget

Thousands of \$

Fiscal Year Ending 9/30

Fund	Department/Division																																																
General - 001	Fiscal Services/Purchasing - 0641																																																
Division Mission Statement:																																																	
The Purchasing Department will support all departments within the City of Bryan by providing cost effective, centralized procurement of all goods and services at the best value to the City and ensuring timely availability of all necessary supplies and materials required for city operations, while ensuring compliance with the City Charter, policy and State laws.																																																	
Fiscal Year 2003 Accomplishments:																																																	
Coordinated and hosted a joint surplus property auction with the City of College Station, Brazos County, Burleson County and the Council of Governments. Participated in the City of Bryan Leadership Academy. Coordinated and participated in a joint vendor training workshop with Brazos County and the City of College Station in an ongoing effort to educate and encourage local businesses to participate in our bid process. Solicited and obtained interlocal purchasing agreements with the Council of Governments, Brazos County and Burleson County. Implemented web-based bid solicitation which includes general purchasing procedures, posting of bid notices, specifications, bid tabulations and bid award information on the Purchasing website Coordinated the joint use of a single web-based vendor registration system with the City of College Station and Brazos County. Increased the number of formal bids by 44% and annual contracts by 25% thereby improving the City's ability to obtain goods and services in a timely and cost effective manner. Increased deliveries of warehouse inventory items by 24% in order to increase productivity in all City operations.																																																	
Fiscal Year 2004 Critical Result Indicators:																																																	
Purchasing policies and procedures provide good internal control while streamlining the processes affecting City staff and vendors. Centralized procurement authority is maintained within the purchasing department Good vendor/City relationships exist. Goods & services are available through the most cost-effective means																																																	
Fiscal Year 2004 Goals/Objectives:																																																	
Improve city staff and vendor awareness of procurement policies and procedures. Increase the number and variety of local vendors and service providers who participate in the procurement process. Increase the volume of goods and services procured through the Purchasing Department. Increase the volume of goods and services procured through annual contracts Increase the diversity and distribution of needed commodities available in warehouse inventory to all city departments.																																																	
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*Transactions include any number of a particular item issued from a single request. Example: Issuing six batteries or twenty gallons of fuel is a single transaction.																																																	

Fund		Department/Division				
General - 001		Fiscal Services/Purchasing - 0641				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 297,979	\$ 353,977	\$ 301,967	\$ 3,988	\$ 338,046	\$ (15,931)
Supplies	14,998	8,350	6,637	(8,361)	7,911	(439)
Maintenance	1,703	2,085	1,250	(453)	2,085	-
Other Service Charges	32,555	37,280	32,174	(381)	37,677	397
Capital Outlay	-	-	3,750	3,750	-	-
Total Expenses	<u>\$ 347,235</u>	<u>\$ 401,692</u>	<u>\$ 345,778</u>	<u>\$ (1,457)</u>	<u>\$ 385,719</u>	<u>\$ (15,973)</u>

Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Proposed	Increase Decrease from Prior Year
Purchasing Manager	1	1	0	1	0
Contract Buyer	1	0	(1)	0	0
Buyer	2	3	1	3	0
Purchasing Assistant	1	1	0	1	0
Warehouse Coordinator	1	1	0	1	0
Storekeeper **	1	1	0	1	0
Delivery Driver	0	1	1	1	0
	<u>7</u>	<u>8</u>	<u>1</u>	<u>8</u>	<u>0</u>

**Water Services funds one of the storekeeper positions and it is not shown in this report

Annual Contracts for Goods & Services

Fiscal Year	Value
FY02	3,042,903
FY03	5,291,585
FY04 Proposed	7,143,639

Purchase Order Volume

Fiscal Year	Value
FY02	22,592,258
FY03 est.	31,711,827
FY04 Proposed	35,000,000

Average PO Amount

Fiscal Year	Value
FY99	7,000
FY00	8,000
FY01	13,000
FY02	14,000
FY03 est.	21,000
FY04 Proposed	25,000

Value of Inventory Transactions

Fiscal Year	Value
FY99	750,000
FY00	850,000
FY01	950,000
FY02	1,050,000
FY03 est.	1,150,000

Fund	Department/Division						
General - 001	Comm/Support Svcs/Public Wrks Admin. 0801						
Division Mission Statement: This division, while budgeted for fiscal year 2003, no longer exists. The duties of the Public Works Director have been assumed by the Deputy City Manager. The staff positions have been moved to the Utility Funds.							
Fiscal Year 2003 Accomplishments: 							
Fiscal Year 2004 Critical Result Indicators: 							
Fiscal Year 2004 Goals/Objectives: 							
Performance and Activity Measures: <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: center;">Fiscal Year 2001 <u>Actual</u></th> <th style="text-align: center;">Fiscal Year 2002 <u>Projected</u></th> <th style="text-align: center;">Fiscal Year 2003 <u>Proposed</u></th> </tr> </thead> <tbody> <tr> <td colspan="3" style="height: 400px;"></td> </tr> </tbody> </table>		Fiscal Year 2001 <u>Actual</u>	Fiscal Year 2002 <u>Projected</u>	Fiscal Year 2003 <u>Proposed</u>			
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Fund			Department/Division			
General - 001			Comm/Support Svcs/Public Wrks Admin. 0801			
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 414,458	\$ 119,627	\$ -	\$ (414,458)	\$ -	\$ (119,627)
Supplies	14,470	830	-	(14,470)	-	(830)
Maintenance	16	-	-	(16)	-	-
Other Service Charges	42,426	9,371	-	(42,426)	-	(9,371)
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ 471,370</u>	<u>\$ 129,828</u>	<u>\$ -</u>	<u>\$ (471,370)</u>	<u>\$ -</u>	<u>\$ (129,828)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Public Works Director*	1	1	0	0	(1)	
Customer Service Supervisor	1	0	(1)	0	0	
Safety/Training Officer	1	0	(1)	0	0	
Public Works Business Agent	1	0	(1)	0	0	
Public Works Assistant	4	0	(4)	0	0	
	<u>8</u>	<u>1</u>	<u>(7)</u>	<u>0</u>	<u>(1)</u>	
* Position eliminated as of October 1, 2002.						

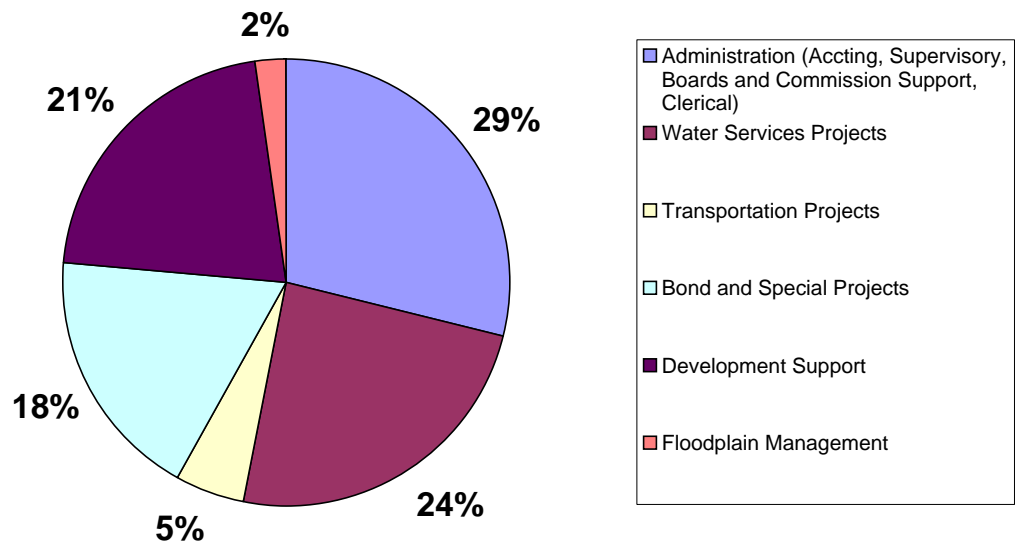
Fund	Department/Division		
General - 001	Engineering - 0711		
Division Mission Statement:			
To improve the quality of life for the citizens of Bryan by guiding the growth and managing the design of the City's infrastructure by:			
1. creating an environment that encourages development while protecting the community's interest;			
2. providing the highest level of service to Engineering Services' customers;			
3. planning for future growth of the City to ensure sufficient facilities are available;			
4. ensuring quality and cost-effective construction of infrastructure;			
5. administrating floodplain management activities.			
Fiscal Year 2003 Accomplishments:			
Updated Construction Specifications, Standard Details and Design Guidelines and adopting a new Drainage Section.			
Provided all the updates complete with new mapping information to customers on a CD disk at no charge.			
Completed and are utilizing new aerial photography including updated contours and footprints of structures.			
Performed the management for design and construction of \$31.1 million of infrastructure either placed new for the City by developers or contracted by the City to repair/replace/extend existing water, sanitary, street or drainage system.			
Completed a Stormwater Master plan which includes GIS mapping and associated hydrologic model. This data is necessary for the upcoming MS4 Permit requirement by the State.			
Responsible for the design and construction of over 70 projects including Tejas Center Drainage and Paving, Downtown, South College Overlay and Phase I Imp, Carnegie Parking Lot, and development projects such as Miramont, Tiffany Park, Campus Lodge Apartments			
Fiscal Year 2004 Critical Result Indicators:			
Timely review of development submittals and construction plans			
Public infrastructure is constructed using engineering designed plans and specifications			
Public infrastructure is installed using good construction practices			
Provide maps depicting the location of the City's infrastructure.			
Perform floodplain administration for the City			
Maintain current water, wastewater, and storm sewer master plans.			
Fiscal Year 2004 Goals/Objectives:			
Provide comments on all site development within 5 working days.			
Provide comments on all development related construction plans within 10 working days.			
Provide engineering oversight and management of consulting engineers designing public infrastructure.			
Perform in-house engineering design and preparation of construction plans for public infrastructure.			
Update the city maps to include new infrastructure improvements made to the existing system			
Safe development in the floodplain			
Update the water, wastewater master plans every 5 years.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Development: Average # of working days to review Site Development submittals	5	5	5
Development: Average # of working days to review Engineering plans and reports	13	9	10
CIP: Number of consulting engineering contracts	17	21	20
CIP: Number of engineering in-house designed projects	10	9	10
CIP: Value of construction projects awarded (public infrastructure)	\$12.2 mill	\$17.3 mill	\$20.0 mill
Development: Value of construction projects installed by developers (public infrastructure)	\$6.0 mill	\$13.8 mill	\$10.0 mill
Development/CIP: Number of construction projects monitored	72	28 CIP/42 DEV = 70	25 CIP/50 DEV = 75

Fund	Department/Division					
General - 001	Engineering - 0711					
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 804,714	\$ 858,802	\$ 817,718	\$ 13,004	\$ 865,362	\$ 6,560
Supplies	16,433	18,900	20,481	4,048	21,900	3,000
Maintenance	2,845	3,500	3,500	655	2,500	(1,000)
Other Service Charges	50,556	57,413	73,587	23,031	71,082	13,669
Capital Outlay	-	-	7,500	7,500	-	-
Total Expenses	<u>\$ 874,548</u>	<u>\$ 938,615</u>	<u>\$ 922,786</u>	<u>\$ 48,238</u>	<u>\$ 960,844</u>	<u>\$ 22,229</u>

Staffing:

	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year
City Engineer	1	1	0	1	0
Assistant City Engineer	1	1	0	2	0
Graduate Engineer	4	4	0	3	0
Engineering Technical Assistant	1	1	0	1	0
Engineering Administrative Assistant	1	1	0	1	0
Development Administrative Assistant	0	0	0	0	0
Engineering Inspector	4	4	0	4	0
Engineering Technicians (CAD/Mapping)	3	3	0	2	0
Total Staffing	<u>15</u>	<u>15</u>	<u>0</u>	<u>14</u>	<u>0</u>

Distribution of Engineering Salary Allocated to the Various Types of Projects in FY 03



Fund	Department/Division		
General Fund - 001	Planning & Development Services - 0721		
Division Mission Statement:			
Planning Services exists in order to promote orderly growth in the City of Bryan. This team assists with the development of all individuals. Recognizing development trends and historical attributes, this division strives to maximize the quality of life for all Bryan citizens.			
Fiscal Year 2003 Accomplishments:			
Administered \$273,000 in public funds for Downtown Improvements Program, funding 9 façade grant/ loan projects, as of June 2003			
Phase 1 construction, estimated at \$3,000,000, for underground utilities, streets, sidewalks, historic lighting, and landscaping			
Coordination of Preliminary Design for median improvements for the Central Business Corridor Plan			
Coordination of future construction of grade-separation at Villa Maria and Finfeather.			
Organized the South College Sub-committee of the Planning and Zoning Commission, including staff members from Engineering			
Resurrected the South College Advisory Committee for comment on the proposed zoning and development standards			
Supervised the Development Participation Agreement with Tejas Center, Inc. - including drainage improvements, site redevelopment, new traffic signalization, and landscaping for redevelopment of the Manor East Mall.			
Facilitated meetings between developers and neighborhoods during the development process of the Neighborhood Association Partnership Program/Neighborhood Improvement Program (NIP).			
Established parameter for NIP and reviewed three application for compliance.			
Staff Member Received Development Review Planner of the Year Award from Central Texas Chapter of American Planning Association (June 2003)			
Fiscal Year 2004 Critical Result Indicators:			
Responsiveness to customers' development needs			
Comprehensive Plan compliance			
Monitoring implementation of Downtown Master Plan			
Monitoring implementation of Central Business Corridor Plan			
Monitoring implementation of South College Corridor Plan			
Administering Downtown Improvements Program			
Expand opportunities for public input			
Monitoring balance of open vs. developed space			
Monitoring restoration and reuse of historic structures			
Cooperation with other governmental entities on regional issues			
Fiscal Year 2004 Goals/Objectives:			
Have a professional staff person (planner, etc.) available at all times to assist customers at front counter/phone			
Comprehensive Plan 5 Year Update			
Continue implementation of Downtown Master Plan			
Continue implementation of Central Business Corridor			
Continue implementation of South College Revitalization Plan			
Continue supervision of the redevelopment of Tejas Center/Manor East Mall			
Continue participation in the Neighborhood Association Partnership and Neighborhood Improvement Program			
Administer FY 04 funds for Downtown Improvement Program			
Submit City Council agenda items by established deadlines			
Completion of P&Z Plan of Work items			
Continue cooperation with other governmental entities on regional issues			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Professional staff support to public meetings	100%	100%	100%
Rezoning cases	20	20	18
Conditional Use Permits	17	15	14
Subdivision Plats (final, replats, and amending)	53	80	71
Master Subdivision Plans	2	7	6
Preliminary Subdivision Plans	17	32	29
Site Plans	56	59	53
Alley / Street Closings	9	6	5
Variances	20	27	24
Exceptions	Not Tracked	18	16

Fund		Department/Division				
General Fund		Planning & Development Services - 0721				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 334,668	\$ 403,501	\$ 494,823	\$ 160,155	\$ 463,188	\$ 59,687
Supplies	15,806	17,600	18,587	2,781	18,250	650
Maintenance	863	-	918	55	-	-
Other Service Charges	33,304	47,037	39,129	5,825	45,811	(1,226)
Capital Outlay	4,192	-	2,500	(1,692)	-	-
Total Expenses	<u>\$ 388,833</u>	<u>\$ 468,138</u>	<u>\$ 555,957</u>	<u>\$ 167,124</u>	<u>\$ 527,249</u>	<u>\$ 59,111</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Planning Administrator	1	1	0	1	0	
Development Coordinator *	0	1	1	1	0	
Assistant City Planner	1	1	0	1	0	
Downtown Project Planner	1	1	0	1	0	
Development Project Planner	1	1	0	1	0	
Neighborhood Planner	1	0	(1)	0	0	
Planning Technician *	0	1	1	1	0	
Planning Services Assistant	1	1	0	1	0	
Land Management Coordinator	1	1	0	1	0	
Planning Services Recorder (PT)	1	0	(1)	0	0	
Planning Intern - PT	1	1	0	1	0	
*positions moved from Building Services						
Total Staffing	<u>9</u>	<u>9</u>	<u>0</u>	<u>9</u>	<u>0</u>	

Downtown Bryan Master Plan



South College Plan

Grade Separation for Central Business Corridor

Fund	Department/Division		
General - 001	Comm & Support Svcs/Library - 1121/1141		
Division Mission Statement:			
The Bryan-College Station Public Library System provides equal opportunity access to information, high quality book and multimedia materials, programs, exhibits, and online resources to meet the needs of a diverse community for lifelong learning, cultural enrichment and intellectual stimulation. To fulfill its mission, the Library System employs a knowledgeable, well-trained staff committed to excellent service. It is also supported by the Library Advisory Board and the Friends of the Library.			
Fiscal Year 2003 Accomplishments			
Professionally trained librarians are available all hours the libraries are open to provide a full range of children's services and assist customers with a variety of specialized information and reference requests.			
Meeting rooms were made available at the Bryan and College Station libraries to 974 groups.			
Programs for adults to learn basic computer skills and Internet skills were provided weekly for 117 patrons in 16 classes the first half of 2003.			
Programs for youth specific to their needs were provided in both Bryan and CS libraries. These included lap sit, toddler and preschool programs and special programs for teenage youth from April through October.			
Telephone reference is available at all three libraries when the libraries are open.			
E-mail requests are answered the day received.			
A celebration of the Carnegie centennial was held in April with 30 authors in attendance and 220 guests.			
Two new servers were purchased; Dynix system was upgraded.			
Fiscal Year 2004 Critical Result Indicators:			
The libraries are open 172 (overlapping) hours per week			
Circulation increases indicate usefulness and value of collection.			
Weekly classes are conducted for beginning internet and introduction to computers.			
Fiscal Year 2004 Goals/Objectives:			
Upgrade 40% of Dynix dumb terminals to use the graphics catalog with new version.			
Provide a collection of talking books on compact disks for the Bryan and College Station libraries.			
Acquire a new PC, scanner and printer to use in scanning historical photos and indexing the newspapers.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Circulation	681,396	701,163	710,163
Library Visitors	317,516	306,094	306,094
# volumes	226,500	231,089	231,539
# reference inquiries	27,704	28,661	29,000
Circulation of juvenile materials	301,730	307,862	308,000
Meeting room use	690	974	980
New Patron registration	7,002	7532	7,600

Fund		Department/Division														
General - 001		Comm & Support Svcs/Library - 1121/1141														
Financial Resources:																
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted										
Bryan Public Library:																
Salaries and Benefits	\$ 887,866	\$ 981,700	\$ 977,664	\$ 89,798	\$ 977,228	\$ (4,472)										
Supplies	15,945	16,389	16,436	491	16,408	19										
Maintenance	44,289	41,005	41,005	(3,284)	41,005	-										
Other Service Charges	63,891	74,799	73,818	9,927	95,065	20,266										
Capital Outlay	51,069	80,000	80,050	28,981	73,000	(7,000)										
Total Expenses	<u>\$ 1,063,060</u>	<u>\$ 1,193,893</u>	<u>\$ 1,188,973</u>	<u>\$ 125,913</u>	<u>\$ 1,202,706</u>	<u>\$ 8,813</u>										
College Station Branch:																
Salaries and Benefits	\$ 510,802	\$ 615,803	\$ 615,930	\$ 105,128	\$ 612,606	\$ (3,197)										
Supplies	9,657	10,575	10,575	918	10,575	-										
Maintenance	25,179	25,760	25,760	581	25,760	-										
Other Service Charges	15,020	16,274	16,679	1,659	16,282	8										
Capital Outlay	51,367	45,000	40,000	(11,367)	40,000	(5,000)										
Total Expenses	<u>\$ 612,025</u>	<u>\$ 713,412</u>	<u>\$ 708,944</u>	<u>\$ 96,919</u>	<u>\$ 705,223</u>	<u>\$ (8,189)</u>										
Staffing:																
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Proposed	Increase Decrease from Prior Year											
All locations:																
Director	1	1	0	1	0											
Branch Managers	2	2	0	2	0											
Secretary	1	1	0	1	0											
Administrative Assistant	1	1	0	1	0											
Automation Coordination	1	1	0	1	0											
Library Assistant	2	2	0	2	0											
Catalog Librarian	2	2	0	2	0											
Youth Services Librarian	3	3	0	3	0											
Preservation Librarian	1	1	0	1	0											
Reference Librarian	6	6	0	6	0											
Catalog Technician	1	1	0	1	0											
Clerks - F/T	14	13	(1)	13	0											
Clerks - P/T	9	11	2	11	0											
Total Staffing	<u>44</u>	<u>45</u>	<u>1</u>	<u>45</u>	<u>0</u>											
<div>Circulation 2001 - 2004</div> <table><caption>Circulation Data (Thousands of Volumes)</caption><thead><tr><th>Fiscal Year</th><th>Circulation (Thousands)</th></tr></thead><tbody><tr><td>2001</td><td>625,000</td></tr><tr><td>2002</td><td>680,000</td></tr><tr><td>2003 est.</td><td>700,000</td></tr><tr><td>2004 est.</td><td>710,000</td></tr></tbody></table>							Fiscal Year	Circulation (Thousands)	2001	625,000	2002	680,000	2003 est.	700,000	2004 est.	710,000
Fiscal Year	Circulation (Thousands)															
2001	625,000															
2002	680,000															
2003 est.	700,000															
2004 est.	710,000															

Fund	Department/Division																				
General - 001	Building Services - 0731																				
Division Mission Statement:																					
To facilitate safe building construction practices by ensuring construction complies with federal, state and local building codes thereby protecting the property, life, health and welfare of the community.																					
Fiscal Year 2003 Accomplishments:																					
Streamlined the permitting process with one stop shopping. Streamlined the inspection process by having inspector enter results instead of the assistants . Cross trained inspectors for multiple inspections for residential. 16% increase in number of inspections. Inspectors continue to obtain certifications. Systematized permit and plan review tracking using Excel spreadsheets.																					
Fiscal Year 2004 Critical Result Indicators:																					
Building permits are issued in a timely and effective manner. Inspections are completed in a timely and accurate manner. Dangerous buildings are repaired or removed in a timely manner.																					
Fiscal Year 2004 Goals/Objectives:																					
Look for options to streamline permitting and inspection process. Explore possibility of one permit fee for all trades for new residential construction. Cross training and resource sharing with Planning and Engineering. More cross training of inspectors. Seek continuing education opportunities for staff development. Research means to apply for permits via the internet.																					
Performance and Activity Measures:																					
	<table><tr><th></th><th>Fiscal Year 2002 Actual</th><th>Fiscal Year 2003 Projected</th><th>Fiscal Year 2004 Proposed</th></tr><tr><td>Number of days to get a residential building permit</td><td>2</td><td>3</td><td>2</td></tr><tr><td>Response time to request for inspection (hours)</td><td>24</td><td>not measured</td><td>24</td></tr><tr><td>Number of Inspections</td><td>6353</td><td>8000</td><td>8000</td></tr><tr><td>Number of dangerous structures repaired/razed</td><td>20</td><td>9</td><td>9</td></tr></table>		Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed	Number of days to get a residential building permit	2	3	2	Response time to request for inspection (hours)	24	not measured	24	Number of Inspections	6353	8000	8000	Number of dangerous structures repaired/razed	20	9	9
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed																		
Number of days to get a residential building permit	2	3	2																		
Response time to request for inspection (hours)	24	not measured	24																		
Number of Inspections	6353	8000	8000																		
Number of dangerous structures repaired/razed	20	9	9																		

Fund		Department/Division				
General - 001		Building Services - 0731				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 485,974	\$ 517,773	\$ 362,340	\$ (123,634)	\$ 399,619	\$ (118,154)
Supplies	11,237	14,068	19,284	8,047	14,500	432
Maintenance	2,930	2,768	5,442	2,512	5,000	2,232
Other Service Charges	50,409	76,838	80,479	30,070	83,906	7,068
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ 550,550</u>	<u>\$ 611,447</u>	<u>\$ 467,545</u>	<u>\$ (83,005)</u>	<u>\$ 503,025</u>	<u>\$ (108,422)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Building Official	1	1	0	1	0	
Development Coordinator	1	0	(1)	0	0	
Building Services Inspectors	4	4	0	4	0	
Plans Reviewer	1	1	0	1	0	
Code Enforcement Officer	2	0	(2)	0	0	
Building Services Assistants	2	2	0	2	0	
Building Services Advocate	1	0	(1)	0	0	
Total Staffing	<u>12</u>	<u>8</u>	<u>(4)</u>	<u>8</u>	<u>0</u>	
<div></div>						

Fund	Department/Division		
General - 001	Comm & Support Svcs/Parks & Recreation 1161		
Division Mission Statement:			
The City of Bryan Parks and Recreation Division exists to enhance and improve the quality of life of all of the citizen's of Bryan, promote tourism, aid in public safety through juvenile crime prevention, and contribute to community aesthetics. This is accomplished by providing high quality parks and facilities, highly trained professional staff, special events, and wholesome, constructive recreation programming.			
Fiscal Year 2003 Accomplishments:			
Completed renovation of Sue Haswell Park, Horseshoe Pits and Tanglewood Park restrooms.			
Completed development of Cherry Park and Madeley Park.			
Consolidated grounds maintenance, Citywide, under Parks and Recreation.			
Completed land acquisition and began construction for Henderson Park and Pool project.			
Purchase and installation of Skateboard Park at Williamson Park.			
Expansion of Oakwood Cemetery property.			
Addition of wrought iron fencing to fronts of Oakwood and City Cemeteries.			
Development and start of construction of Municipal Golf Course modifications.			
Major renovations to the Bryan Aquatic Center, including repairs to pool liner and water slide.			
Relocation of fence at San Jacinto Park.			
Repair and upgrade of Shirewood walking trail.			
Expansion and installation of Christmas lighting at Haswell Park and City Buildings.			
Repair and upgrade of Gateway Signs.			
Replacement of playground unit at Rayburn Park.			
Began replacement of two playground units at BRAC.			
Reorganization and streamlining of Parks and Recreation Department.			
Increased pavilion rentals by 5%.			
Fiscal Year 2003 Critical Result Indicators:			
Availability and access of facilities and services.			
Parks, facilities, and recreation program utilization.			
Contribution to public safety.			
Contribution to tourism.			
Contribution to community aesthetics.			
Effective budget utilization.			
Fiscal Year 2004 Goals/Objectives:			
Complete Henderson Park and Pool Expansion and Construction.			
Complete repairs to Austin's Colony play unit surfacing.			
Expand cooperative programming with BISD and CSPARD by 3 programs.			
Complete renovation of Tiffany Park.			
Complete Municipal Golf Course modifications.			
Replacement of two play units at BRAC.			
Complete construction of Visitor's Center.			
Secure TPWD Grant and complete Turkey Creek Trail.			
Finalize Gateway Plan and add three "Welcome to Bryan" signs.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% of completion of Henderson Park and Pool	10%	50%	100%
% completion of Tiffany Park	0%	50%	100%
& completion of Cherry Park	50%	100%	
% completion of Madeley Park	50%	100%	
% completion of Turkey Creek Trail	0%	0%	100%
% completion of Visitor's Center	0%	0%	100%
% completion of Gateway Plan	25%	50%	100%
% of Department contract grounds maintenance	15%	90%	90%
% completion of Austin's Colony play unit surfacing	0%	25%	100%
% completion of modifications at Mun. Golf Course	0%	50%	100%
% completion of replacement play units at BRAC	0%	50%	100%
% completion of BRAC parking lot	0%	100%	
% of cooperative programs with BISD and CSPARD	12	15	15
# of Pavilion Rentals	807	850	880

Fund		Department/Division				
General - 001		Comm & Support Svcs/Parks & Recreation 1161				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,636,076	\$ 1,674,635	\$ 1,248,852	\$ (387,224)	\$ 815,988	\$ (858,647)
Supplies	145,562	169,975	168,872	23,310	101,300	(68,675)
Maintenance	126,245	87,653	87,653	(38,592)	22,541	(65,112)
Other Service Charges	632,184	578,291	963,462	331,278	1,026,229	447,938
Capital Outlay	56,713	432,430	261,680	204,967	100,000	(332,430)
Total Expenses	<u>\$ 2,596,780</u>	<u>\$ 2,942,984</u>	<u>\$ 2,730,519</u>	<u>\$ 133,739</u>	<u>\$ 2,066,058</u>	<u>\$ (876,926)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Department Manager	1	1	0	1	0	
Parks Manager	1	0	(1)	0	0	
Recreation Mgr./Cemetery Sexton	1	1	0	0	(1)	
Athletic Supervisor	1	1	0	1	0	
Neal Recreation Center Supervisor	1	1	0	1	0	
Recreation Supervisor	1	0	(1)	0	0	
Aquatic Supervisor	1	1	0	1	0	
Aquatic Technician	1	0	(1)	0	0	
Special Events/Marketing Coordinator	1	0	(1)	0	0	
Administrative Assistant	1	1	0	0	(1)	
Parks Foreman	3	3	0	1	(2)	
ROW Foreman	1	1	0	0	(1)	
Parks Groundswokers	12	12	0	2	(10)	
ROW Workers	5	3	(2)	0	(3)	
Cemetery Groundswokers	3	0	(3)	0	0	
Part-time Workers (FTE's)	25	25	0	25	0	
Total Staffing	<u>59</u>	<u>50</u>	<u>(9)</u>	<u>32</u>	<u>(18)</u>	

Fund	Department/Division		
General - 001	Comm & Support Svcs/Fleet-Facility Svcs 1181		
Division Mission Statement: To plan, direct, coordinate and manage an effective maintenance and custodial program for the City's public buildings, parks, park facilities, and fleet inventory as well as provide recreational programs within limits of the City's financial resources; and provide advice and information on Facilities, Parks and Fleet requirements, through a constant evaluation of money, manpower, programs, facilities and equipment.			
Fiscal Year 2003 Accomplishments: Completed renovation of Bryan Aquatic Center. Completed construction of Cherry Park; including installation of playground equipment. Completed renovation of old Parks building to accommodate the relocation of IT Services. Purchased and installed Skate Park at Williamson Park. Initiated process of outsourcing custodial Park cleaning. Implemented the creation of a Council Appointed Cemetery Advisory Board. Revised all essential duties and responsibilities for each position. Established Tire Purchase and Service Contract.			
Fiscal Year 2004 Critical Result Indicators: Respond to customer service surveys. Operational goals met within budgetary constraints. All vehicles and equipment maintained in safe and operable condition. Departmental time allocated to cross training is increased. Work orders cost effectiveness.			
Fiscal Year 2004 Goals/Objectives: Outsource right-of-way function Work with Chief Financial Officer to develop fleet replacement fund. Work with Chief Financial Officer to develop fleet/facility maintenance reserve. Implement internal cross training throughout the department. Respond to maintenance requests within 48 hours and resolve requests within 5 working days on 90% of requests. Complete preventive maintenance requests within 30 days on 90% of requests. Complete facility modifications within 60 days on 90% of requests. Develop filter crusher system that will allow for total filter volume and expense savings of 75%. Develop more effective system of costing tasks. Develop Fleet Services reports that allow for more efficient evaluation of all vehicles and equipment.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
<u>Fleet Services:</u>			
Number of job fleet orders	3,422	2,838	4,281
Labor hours per job order (avg.)	1.38	1.68	1.75
Labor cost per job order (avg.)	\$ 202.88	\$ 147.58	\$ 145.73
# of job orders completed per day/per mechanic	2.0	2.3	3.6
<u>Facility Services:</u>			
<u>Preventive Maintenance:</u>			
Labor hours per work order (avg.)	0.95	n/a	0.95
Labor cost per work order (avg.)	\$ 12.82	n/a	\$ 13.00
Complete 90% of PM requests within 30 days	n/a	91%	90%
<u>Repairs, Special Projects, etc.</u>			
Labor hours per work order	3.98	n/a	4.25
Labor cost per work order	\$ 53.88	n/a	\$ 62.00
Response to Maintenance requests within within 48 hours on 90% of requests	n/a	89.9%	90%
Complete 90% of facility modifications within 60 days	n/a	100%	90%



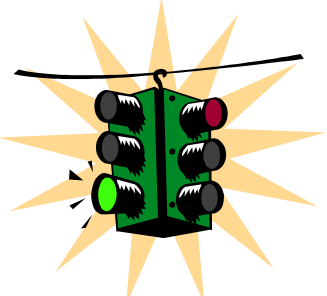
Fund		Department/Division				
General - 001		Comm & Support Svcs/Fleet-Facility Svcs 1181				
Financial Resources:						
	Fiscal Year 2002 Actual*	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,256,328	\$ 1,494,386	\$ 1,285,881	\$ 29,553	\$ 1,829,074	\$ 334,688
Supplies	38,554	60,199	47,263	8,709	91,005	30,806
Maintenance	215,676	405,342	411,000	195,324	456,000	50,658
Other Service Charges	275,399	380,775	254,074	(21,325)	411,089	30,314
Capital Outlay	1,277	-	-	(1,277)	412,430	412,430
Total Expenses	<u>\$ 1,787,234</u>	<u>\$ 2,340,702</u>	<u>\$ 1,998,218</u>	<u>\$ 210,984</u>	<u>\$ 3,199,598</u>	<u>\$ 858,896</u>
* Fiscal Year 2002 Actual combines Fleet and Facilities expenses.						
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year*	
Facilities:						
Department Manager	1	1	0	1	0	
Maintenance Supervisor	0	1	1	1	0	
Facilities Project Coord. (HVAC)	1	1	0	1	0	
Facilities Services Assistant	1	1	0	1	0	
Facility Clerk	1	0	(1)	0	0	
Grounds Crew Worker	0	0	0	1	1	
Maintenance Assistant	1	0	(1)	0	0	
Maintenance Technician	6	10	4	11	1	
Recreation Mgr./Cemetery Sexton	0	0	0	1	1	
ROW Foreman	0	0	0	1	1	
ROW Crew Leader	1	0	(1)	0	0	
ROW Equipment Operator	0	0	0	6	6	
Service Crew Supervisor	1	1	0	1	0	
Service Worker	4	5	1	6	1	
Cemetery Worker	1	0	(1)	1	1	
Equipment Operator	4	0	(4)	0	0	
Administrative Assistant	0	0	0	1	1	
Fleet:						
Fleet Supervisor	1	1	0	1	0	
Lead Equipment Mechanic	2	2	0	2	0	
Maintenance Foreman	1	1	0	0	(1)	
Preventative Maint. Inspector	1	1	0	1	0	
Fleet Mechanics	5	5	0	5	0	
Fleet Admin. Clerk	1	1	0	1	0	
Car Wash Attendant	0	1	1	1	0	
	<u>33</u>	<u>32</u>	<u>(1)</u>	<u>44</u>	<u>12</u>	
*Increase largely due to transfer of facility maintenance functions from the Parks Department and the assumption of responsibility for maintaining rights of ways.						

Fund	Department/Division		
General - 001	Comm & Support Svcs/Transportation - 0821		
Division Mission Statement:			
Transportation/Drainage Services exist to provide a well-maintained street system. Insuring high levels of rideability; provide safe travels through the use of standard traffic control devices; provide for safe air travel into and out of Coulter Field; and provide the most efficient movement of storm water through a well-maintained drainage system.			
Fiscal Year 2003 Accomplishments:			
Contracted 25 lane miles of street overlay (Streets resurfaced with asphalt). Contract 3.82 miles of street reconstruction (Street totally re-worked). Contract 55 lane miles of seal coat (Preventative maintenance application for streets in fair condition). Streets reconstructed with City of Bryan forces - 2.1 lane miles. Streets resurfaced/overlay with City of Bryan forces - 3.8 lane miles. Responded to approximately 1900 HTE work requests, relating to Drainage/Street maintenance issues. Constructed a 81,250 sq. ft. asphalt parking lot, for Parks and Rec. soccer field facility. Installed 580 linear feet of storm drain culverts, for residential driveways. Conducted 40 traffic studies (For regulatory signs and traffic signals). Installed vehicle detectors for the signal system at 29th and Briarcrest and Villa Maria & Briarcrest. Up-graded the traffic signal at Briarcrest & Villa Maria. Up-graded the signal controllers at Kent & Briarcrest, Broadmoor & Briarcrest Villa Maria & Wayside, Cavitt & Villa Maria. Replaced the signal cabinet at South College and Carson (up-grade the signal to solid state equipment). Maintained 4.2 miles of pavement markings. Concrete Repair 1,854 cubic yards of curb /gutter and streets. Tree trim locations, 109 sight distance/low limb clearance locations.			
Fiscal Year 2004 Critical Result Indicators:			
Excellent customer service. Well maintained street system. Well maintained pavement marking system. Well maintained traffic signal control system. Well maintained drainage system. Well maintained sign inventory system. Development of Coulter Air Field. Maintenance operation performed within budget.			
Fiscal Year 2004 Goals/Objectives:			
Seal coat 55 lane miles of streets. Overlay 28 lane miles of street . Install 550 linear ft. of storm drain culvert. Complete approximately 1900 HTE work requests concerning Drainage/Street maintenance. Continue to maintain zero accidents at all established pedestrian crossing. All traffic control and street name signs will be evaluated for effectiveness annually. Design all traffic control devices in accordance with the Texas Manual on Uniform Traffic Control Devices (TMUTCD). Evaluate progression along the traffic signal systems once a week. Up-grade the left turn signals at South College & Villa Maria. Evaluate induction loops at traffic signal location. Evaluate traffic pavement markings for effectiveness. Maintain the airport taxi-way and runway markings.			
Performance and Activity Measures:			
	FY 2002 Actual	FY 2003 Projected	FY 2004 Proposed
Maintain 100 % compliance with the TMUTCD	100%	100%	100%
% of paved lane miles in satisfactory condition	47%	52%	TBD
% of pavement markings maintained this FY	68%	65%	100%
% of reduction in drainpipe infiltration	30%	35%	TBD
% of customers rating timeliness	85%	87%	TBD

Fund		Department/Division				
General - 001		Comm & Support Svcs/Transportation - 0821				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,216,423	\$ 1,270,479	\$ 1,200,748	\$ (15,675)	\$ 1,210,968	\$ (59,511)
Supplies	87,483	63,959	61,417	(26,066)	73,474	9,515
Maintenance	863,225	1,148,019	764,263	(98,962)	943,169	(204,850)
Other Service Charges	646,879	613,101	545,452	(101,427)	619,517	6,416
Capital Outlay	673,194	-	56,211	(616,983)	-	-
Total Expenses	<u>\$ 3,487,204</u>	<u>\$ 3,095,558</u>	<u>\$ 2,628,091</u>	<u>\$ (859,113)</u>	<u>\$ 2,847,128</u>	<u>\$ (248,430)</u>

Staffing:					
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Proposed	Increase Decrease from Prior Year
Department Manager	1	1	0	1	0
Transp./Traffic Supervisor	2	2	0	2	0
Pavement Management Coord.	0	1	1	1	0
Traffic Technician	1	1	0	1	0
Traffic Technician Assistant	1	1	0	1	0
Concrete Finisher	2	2	0	2	0
Equipment Operator	19	17	-2	17	0
Crew Worker	6	4	-2	4	0
Total Staffing	<u>32</u>	<u>29</u>	<u>-3</u>	<u>29</u>	<u>0</u>

Transportation



Fund		Department/Division	
General - 001		Police - 0901	
Division Mission Statement:			
The Bryan Police Department is committed to provide superior police service to the public in order to protect life, property and the freedoms secured by the Constitution. We will identify and solve problems by forming partnerships with citizens to enhance the quality of life within our community.			
To Serve and Protect with Courtesy, Pride and Professionalism"			
Fiscal Year 2003 Accomplishments			
Opened an East and Westside Satellite Station.			
Purchased and implemented the Geographic Information System (GIS).			
Provided news media with automated access to daily police activities.			
Expanded Records services to citizens from 7:30 a.m. to 6:00 p.m. (M-F).			
Implemented formalized agreement with BISD for use and formalized agreement with BISD for use and funding of School Resource Officers (SRO).			
Relocated Property and Evidence Storage.			
Produced first annual Bias Based Profiling Summary.			
Co-hosted the Texas Women in Law Enforcement Conference (TWLE).			
Began the process for creation of a five (5) year strategic organizational plan.			
Attended 10 recruiting programs to expand our applicant numbers.			
Fiscal Year 2004 Critical Result Indicators			
Citizen Satisfaction			
Crime Rate			
Traffic Accident Rate			
Complaints Received			
Fiscal Responsibility			
Fiscal Year 2004 Organizational Goals/Objectives			
Achieving operational excellence in core service delivery.			
Fostering livable neighborhoods by addressing quality of life issues not traditionally thought of as police issues.			
Judicious use of technology to improve service delivery by expanding coverage and/or reducing costs.			
Ensuring responsive communication with customers, i.e., citizens, employees, and other City employees.			
Demonstrating good fiscal stewardship.			
Achieving and maintaining a positive employee climate.			
Achieving employee diversity which reflects that of our Community.			
Complete 5-year plan.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Priority call response time (in minutes)	7	8	8
Traffic accident rate	2,060	1,980	1,950
Total reported Part I crimes	4,335	4,473	4,600
Citizen complaints filed	18	21	26
Neighborhood meetings facilitated	52	60	60
Employee turnover	13	10	9
Part I clearance rate	25%	26%	25%
Citizen Satisfaction - % satisfied very satisfied	*	85%	80%
Crime rate growth - %	*	3%	3%
Traffic accident rate - % decrease	*	-4%	-4%
Complaints received - % increase	*	16%	20%
Fiscal Responsibility - % budget expended	*	98%	98%
* Not tracked			

Fund			Department/Division			
General - 001			Police - 0901			
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 8,132,293	\$ 8,528,531	\$ 8,333,925	\$ 201,632	\$ 8,777,872	\$ 249,341
Supplies	327,678	310,647	273,434	(54,244)	285,998	(24,649)
Maintenance	74,217	99,301	76,437	2,220	94,776	(4,525)
Other Service Charges	1,176,459	1,212,903	1,219,895	43,436	1,238,466	25,563
Capital Outlay	88,070	26,932	234,477	146,407	222,960	196,028
Total Expenses	\$ 9,798,717	\$ 10,178,314	\$ 10,138,168	\$ 339,451	\$ 10,620,072	\$ 441,758


Staffing:

	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted*	Increase Decrease from Prior Year
Chief	1	1	0	1	0
Assistant Chief	3	3	0	3	0
Lieutenant	6	7	1	7	0
Sergeant	17	16	(1)	16	0
Officer	82	86	4	86	0
Staff Assistant	1	1	0	1	0
Secretary	2	2	0	2	0
Crime Analyst	1	1	0	1	0
Property Custodian	2	2	0	2	0
Crime Victim's Assistant	2	2	0	2	0
Code Enforcement Supervisor	0	1	1	1	0
Code Enforcement Officer	4	4	0	4	0
Code Enforcement Assistant	1	1	0	1	0
Intake Assistant	1	1	0	1	0
Police Assistant	12	12	0	12	0
Police Clerk	8	7	(1)	7	0
Intake/Records Manager	1	1	0	1	0
Total Staffing	<u>144</u>	<u>148</u>	<u>4</u>	<u>148</u>	<u>0</u>



Fund	Department/Division		
General - 001	Fire Suppression - 1001		
Division Mission Statement:			
The mission of the Bryan Fire Department is to save lives, protect property, and enhance the quality of life of the citizens of Bryan. This mission is accomplished by providing quality and cost efficient services including fire prevention, fire suppression, rescue, emergency medical, emergency management, code enforcement, and hazardous materials mitigation.			
Fiscal Year 2003 Accomplishments:			
Incorporated Emergency Management into the Fire Department.			
Created a full time position for Assistant Chief of Emergency Medical Services.			
Reorganized Operations Division to improve efficiency and effectiveness of Fire Department.			
Participated in Texas Department Of Emergency Management Weapons of Mass Destruction drill (three days).			
Completed City of Bryan Texas Domestic Preparedness Assessment.			
Obtained a grant from the Office of Domestic Preparedness for The City of Bryan.			
Established a Communication Bridge between the Emergency Operations Centers for Bryan-Brazos County, the City Of College Station, and Texas A&M University.			
Fiscal Year 2004 Critical Result Indicators:			
Effective and timely response to citizen requests for emergency assistance.			
Prevention of loss of life and property.			
Control flame spread in Fires.			
Number and type of Fire, Rescue, Emergency Medical calls.			
Maintain a trained and qualified work force.			
Number and type of Fire, Rescue, Emergency Medical calls.			
Number of Fire Code inspections.			
Number of citizens and city employees trained in emergency preparedness.			
Fiscal Year 2004 Goals/Objectives:			
Improve overall response times.			
Begin fiscal forecasting for future fire station locations.			
Implement new records management system for Fire, Emergency Medical, and Emergency Management.			
Obtain software package for tracking Emergency Management activities.			
Establish performance and activity measures for Emergency Medical services.			
Prevention of loss of life and property.			
Reduce dollar loss caused by fires.			
Implement new 800 MHz radio system for Fire, Emergency Medical, and Emergency Management.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% of Fire/EMS responses under 5 minutes	45.82%	45.30%	44.80%
Number of residential/commercial fires	104	108	112
Value of property lost to fire	316,507	413,670	400,000
Value of property saved from fire	8,951,161	3,793,155	3,944,881
# of civilian deaths	2	0	0
# of civilian injuries due to fire	15	8	10
# of firefighters with lost time injuries	5	8	10
# of incidents with flame spread exceeding 3	24	28	30
Number of inspections	1279	1325	1400
Number of citizens trained in fire prevention	5,457	4,550	5500
Total emergency responses	7,256	7,397	7,550
Total unit responses	12,238	12,470	12,750
Total EMS injuries	6,017	6,379	6,634
Average calls per day	19.87	20.26	20.68
Average unit responses per day	33.52	34.16	34.93

Fund		Department/Division				
General - 001		Fire Suppression - 1001				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 5,559,417	\$ 5,593,784	\$ 5,951,266	\$ 391,849	\$ 5,993,233	\$ 399,449
Supplies	218,655	248,175	211,178	(7,477)	231,335	(16,840)
Maintenance	111,182	62,193	74,738	(36,444)	63,568	1,375
Other Service Charges	447,398	468,569	473,879	26,481	699,862	231,293
Capital Outlay	395,037	-	-	(395,037)	-	-
Total Expenses	<u>\$ 6,731,689</u>	<u>\$ 6,372,721</u>	<u>\$ 6,711,061</u>	<u>\$ (20,628)</u>	<u>\$ 6,987,998</u>	<u>\$ 615,277</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Apparatus Operator	18	18	0	18	0	
Assistant Chief	2	3	1	3	0	
Battalion Chief	3	3	0	3	0	
Chief Inspector/Arson Investigator	3	3	0	3	0	
Chief	1	1	0	1	0	
Lieutenant	15	15	0	15	0	
Fire Marshall	1	1	0	1	0	
Fire Services Administrator	1	1	0	1	0	
Fire Services Clerk	1	1	0	1	0	
Firefighter	45	45	0	45	0	
Total Staffing	<u>90</u>	<u>91</u>	<u>1</u>	<u>91</u>	<u>0</u>	



Fund		Department/Division				
General - 001		Fire/Emergency Management - 1010				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ -	\$ 72,720	\$ 27,282	\$ 27,282	\$ -	\$ (72,720)
Supplies	-	2,050	2,199	2,199	-	(2,050)
Maintenance	-	600	600	600	-	(600)
Other Service Charges	-	8,486	5,508	5,508	-	(8,486)
Capital Outlay	-	-	-	-	-	-
Total Expenses	<u>\$ -</u>	<u>\$ 83,856</u>	<u>\$ 35,589</u>	<u>\$ 35,589</u>	<u>\$ -</u>	<u>\$ (83,856)</u>
*Emergency Management now a part of Fire Suppression.						
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted*	Increase Decrease from Prior Year	
Emergency Management Coordinator	0	1	1	0	(1)	
	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>(1)</u>	
*Coordinator now budgeted in Fire Suppression.						



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ENTERPRISE FUNDS OVERVIEW

Fund Description

The City's Enterprise Funds are financed and operated in a manner similar to private business enterprises. The costs of providing products and services to the public are recovered primarily through user charges. The City's Enterprise Funds include Water, Wastewater, Solid Waste, City Electric (BTU City), Rural Electric (BTU Rural), and the Coulter Field Airport.

Fiscal Year 2004 Narratives

Water

Revenues for the 2004 Fiscal Year are proposed to be \$8,758,965, a decrease of \$58,704 (0.7%) from the FY2003 adopted figure of \$8,817,669. Much of the decrease can be attributed to a \$174,000 decrease in interest income due to the expenditure of revenue bond proceeds and the lowest investment yields since the early 1960's. Water sales (including interdivisional) are expected to be \$96,000 higher than the FY2003 adopted amount. FY2003 sales and interdivisional revenues were overestimated by a significant margin and a 10% rate increase was required in order to realize the FY2004 gain.

Operating expenses for the 2004 Fiscal Year total \$5,502,515, a decrease of 2.4% from the FY2003 adopted budget of \$5,636,213. Administrative expenses decreased \$310,971 over the FY03 adopted budget. Customer service support staff and supply costs which had been budgeted in the Water Fund will now be reported in the Solid Waste Fund. The Water Fund will reimburse the expense through administrative reimbursements, which increase by \$152,124. The \$212,027 reimbursement to the Solid Waste Fund more than offsets the decrease in administrative reimbursements to the General Fund.

Non-operating expenses are virtually unchanged from FY2003 to FY2004. Capital outlay decreased from \$106,500 in FY2003 to \$6,500 in FY2004. The reduction is offset by a transfer to the revenue debt reserve fund of \$79,740 and a \$10,797 increase in debt service.

The Water Fund is projected to realize a small net income of \$114,514 from FY2004 activity. Fund balance is proposed to be \$2,640,568 at year end, many times the Council adopted minimum requirement of \$632,388. The proposed coverage ratio of 1.25 times the average annual debt service is equal to the covenanted pledge of 1.25.

Wastewater

Revenues in the Wastewater Fund are expected to be much lower in FY2004 than the adopted estimate for FY2003. The number of billing units used to estimate the FY2003 revenues was well in excess of the number of units actually billed during the year. The FY2004 revenue estimate (\$9.75 million) is based upon more reliable data and compares favorably to the FY2003 projected sales of \$9.70 million. No rate increase is proposed in

FY2004. A planned issuance of revenue bonds has been resized and delayed until calendar year 2004 in order to avoid a rate increase.

As is true for all of the Enterprise Funds, low interest rates continue to drive down interest earnings. Earnings for FY2004 are projected to be \$90,608. This is well below the FY2003 adopted estimate of \$425,000.

Operating expenses in the Wastewater Fund are proposed to be \$6,610,662 in FY2004. This is a \$240,418 decrease from the FY2003 budget amount. One position was eliminated from Wastewater Administration for a savings of \$51,000. The operating budget for the Environmental Services Department was reduced by \$78,000. Transfers to the General Fund for right of way rental fell by \$101,661 to \$225,212. The right of way payment is based upon the Wastewater Fund's total revenues in relation to the total revenues of the other business-type funds.

Non-operating expenses decreased by \$31,628 (0.9%), from \$3,439,693 in FY2003 to \$3,408,065 in FY2004. Annual capital (\$130,000 in FY2003) was delayed until future years in order to avoid a rate increase. System improvements normally funded by operations have been included in the Wastewater Capital Improvement Program. The reduction in annual capital was offset by a new transfer of \$108,616 to the bond reserve fund in order to bring the reserve fund balance into compliance with the bond covenants.

Total expenses for FY2004 are proposed to be \$10,018,727. This is a decrease of \$272,046 from FY2003. However, revenues exceed expenses by \$223,738 and fund balance is projected to be \$3,263,846 at September 30, 2004. The reserve requirement is \$815,013.

The debt coverage ratio proposed for FY2004 is 1.33 times the debt service. The minimum coverage allowed by bond ordinance is 1.25 times.

Solid Waste

Solid Waste Fund revenues are projected to be \$6,583,189 in FY2004. This is \$246,425 more than the FY2003 adopted budget of \$6,336,764. Commercial refuse, due to a 3% rate increase, is projected to increase \$57,328. Residential collections should increase by \$33,670. Offsetting the increase in collection fees is a decrease in interest income due to extraordinarily low yields. New to the Solid Waste Fund is a \$212,027 transfer from the Water Fund for Administrative Services. This offsets an equivalent amount of expenses.

Total expenses of the Solid Waste Fund are proposed to be \$6,662,205 in FY2004. This is an increase of \$437,482 (7%) over the FY2003 adopted budget. Operating expenses increase by \$86,966 (1.6%) to \$5,410,115. This is in great part due to the assumption of part of the Public Works customer services operation previously budgeted in the Water Fund. Beginning in FY2004, these operations are being reported as direct expenses of the Solid Waste Fund.

Non-operating expenses increase \$350,516 between FY2003 adopted and FY2004 proposed. The increase of \$339,000 in capital outlay expenses is the result of the

development of an equipment replacement plan developed for the replacement of the Solid Waste fleet without issuing debt or seeking drastic increases in rates.

Overall, expenses exceed revenues by \$79,016. The ending fund balance is projected to be \$1,768,179, well above the Council's reserve requirement for the fund of \$667,000.

Bryan Texas Utilities (BTU)

BTU is composed of two primary service units. The "City" unit encompasses the production and the primary transmission units for all BTU retail and wholesale operations. It also includes the distribution services within the City as well as the Administrative, Customer Service, New Ventures and QSE (Qualified Scheduling Entity) services. The "Rural" service unit is composed of the distribution, transmission and administrative services directly attributable to the rural service area outward from the City of Bryan.

Overall revenues for the BTU-City service are projected to be \$100,738,692 in FY2004. This is an increase of \$4.1 million from the FY2003 adopted budget. Retail revenues from BTU-City are expected to increase by 4.3% in FY2004. No changes are proposed in any customer classes, but the cost of fuel and purchased power is expected to generate the additional income.

Total proposed expenses for BTU-City for FY2004 are \$101,644,518. This is an increase of \$1,013,203 from the FY2003 adopted budget. Capital outlays for system improvements are the primary reason for the increase with production and fuel purchases contributing significantly. Noteworthy decreases are proposed in the Distribution (\$499,500) and the New Ventures (\$168,800) units.

FY2004 operations are expected to reduce fund balance by an estimated \$905,826. This is a planned drawing down of the fund balance and leaves the BTU – City fund with an estimated fund balance of \$17.3 million, well above the City Council's requirement of 45 days of operating funds (\$11.3 million for FY2004).

BTU-Rural total revenues are \$606 thousand lower than the FY2003 adopted budget of \$22.0 million. No changes have been proposed to the rate structure in FY2004.

The BTU-Rural expenses for FY2004 are proposed to be \$21.1 million, which is \$1.96 million (10.2%) more than FY2003. Approximately 2/3 of this increase can be attributed directly to increased purchase power costs. As was the case with BTU-City, planned capital outlays for FY2004 are significantly higher (\$538,000) than the amount budgeted for FY2003.

Fund balance in the BTU – Rural fund is proposed to be \$6.15 million at September 30, 2004. This will be an increase of \$307,000 from the beginning balance of \$5,847,392 and leaves enough reserves on hand of approximately 116 days of operations. This is well over Council's requirement of reserves sufficient to finance 45 days of operations.

Airport

Coulter Field is a general use airport on the northeast side of Bryan. It is managed by a fixed base operator (FBO) under a contract with the City. Revenues are proposed to be \$29,845 in FY2004, a decrease of \$195,265 over the FY2003 revenues of \$225,110. The new budget contains no grant funds and contains only about 40% of the hangar rentals collected in prior years. The balance of the hangar rentals belongs to the FBO under the management agreement. Interest income is only expected to be \$900 in FY2004 as yields on investments are expected to remain low for the near future.

Operating expenses will decrease by \$164,475 from FY2003 to \$38,847. No airport improvements are budgeted in FY2004, which accounts for most of the decrease. The budget for maintenance is also lower by \$40,000. Both the airport improvements and the airport maintenance are lower due to the scarcity of grant funds.

For FY2004, the Airport Fund balance is projected to be \$25,130; a decrease of \$17,013 from the FY2003 projected fund balance. This projected fund balance represents the equivalent 236 days operating expenses, well above the City Council's 45 day minimum.

Bryan Commerce and Development (BCD)

In fiscal year 2000, the City embarked on a major development program for the west side encompassing approximately 850 acres. The development program, known as "Traditions", will include a country club, golf course and a residential development. In connection with the development program, the City created Bryan Commerce and Development, Incorporated ("BCD"). The creation and use of BCD was essential since the Texas Local Government Code (LGC) limits the power and activities of local governments in respect to non-traditional government activities, specifically regarding the disposition of property.

BCD is party to a limited partnership (Bryan/Jordan, L.P.) created for the purpose of residential development. The BCD's interest in the partnership is 44% and the BCD will contribute land to the project. The land has been acquired using an \$8.5 million grant from the City.

On September 4, 2001, BCD purchased the historic LaSalle Hotel (Hotel) in downtown Bryan. This acquisition was done in order to protect the City's interest in the property, primarily in the form of a HUD Section 108 loan and an agreement with a local bank. The City has contracted the operations to a professional hotel management firm.

For Fiscal Year 2004, the BCD will expend an estimated \$853,489 for the Traditions and LaSalle projects. A portion of the land for the Traditions Project was acquired in exchange for a seven year note. The amount due in FY2004 for this note amounts to \$535,714. The balance of the expenses in FY2004 is \$302,775 allocated for operational support of the LaSalle Hotel and \$15,000 for paying rollback taxes on land purchased for Traditions. The General Fund is the underlying source of funding for the BCD.

City of Bryan, Texas
Water Fund
Summary of Revenues and Expenses

	<u>FY 02</u> <u>Actual</u>	<u>FY03</u> <u>Adopted</u>	<u>FY 03</u> <u>Projected</u>	<u>FY 04</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>
<u>Operating Revenues</u>					
Water Sales	\$6,937,347	\$8,107,526	\$7,484,588	\$8,270,470	\$ 162,944
Interdivisional	-	307,589	218,406	241,339	(66,250)
Water Penalties	54,919	-	-	-	-
Miscellaneous	4,346	4,483	4,500	4,500	17
Interest Income	180,268	291,300	122,150	117,256	(174,044)
Water Tap Fees	96,806	106,771	106,771	125,400	18,629
Total Operating Revenues	<u>7,273,686</u>	<u>8,817,669</u>	<u>7,936,415</u>	<u>8,758,965</u>	<u>(58,704)</u>
<u>Operating Expenses</u>					
Water Administration	151,583	429,600	381,929	118,629	(310,971)
Water Production	2,132,168	2,007,727	1,986,313	1,997,516	(10,211)
Water Distribution	1,736,233	1,692,746	1,659,606	1,732,215	39,469
Administrative Reimbursement	670,955	888,903	888,903	1,041,027	152,124
PILOT	270,890	359,907	359,907	373,145	13,238
Right of Way Payments	444,000	257,330	257,330	239,983	(17,347)
Total Operating Expenses	<u>5,405,829</u>	<u>5,636,213</u>	<u>5,533,988</u>	<u>5,502,515</u>	<u>(133,698)</u>
Operating Income	<u>1,867,857</u>	<u>3,181,456</u>	<u>2,402,427</u>	<u>3,256,450</u>	<u>74,994</u>
<u>Non-Operating Expenses</u>					
Annual Capital	102,436	106,500	292,758	6,500	(100,000)
Transfer to Transportation	65,000	65,000	65,000	65,000	-
Transfer to BTU	393,000	391,500	391,500	391,500	-
Transfer to Debt Reserve	-	-	79,740	79,740	79,740
Debt Service	3,923,504	2,588,399	2,601,082	2,599,196	10,797
Total Non-operating Expenses	<u>4,483,940</u>	<u>3,151,399</u>	<u>3,430,080</u>	<u>3,141,936</u>	<u>(9,463)</u>
Net Income/(Loss)	(2,616,083)	30,057	(1,027,653)	114,514	
Beginning Retained Earnings	<u>6,169,790</u>	<u>6,221,131</u>	<u>3,553,707</u>	<u>2,526,054</u>	
Ending Retained Earnings	<u>\$3,553,707</u>	<u>\$6,251,188</u>	<u>\$2,526,054</u>	<u>\$2,640,568</u>	
Reserve Requirement : (Forty five days operating expenses)	\$ 666,472	\$ 694,876	\$ 682,272	\$ 678,392	
Bond Coverage Ratio (1.25 times minimum)	0.48	1.23	0.92	1.25	

City of Bryan, Texas
Wastewater Fund
Summary of Revenues and Expenses

	<u>FY 02</u> <u>Actual</u>	<u>FY03</u> <u>Adopted</u>	<u>FY 03</u> <u>Projected</u>	<u>FY 04</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>
<u>Operating Revenues</u>					
Sewer Charges	\$ 8,888,645	\$10,609,896	\$ 9,703,440	\$ 9,751,957	\$ (857,939)
Sewer Penalties	69,962	-	-	-	-
Grit/Grease Fees	148,644	180,000	160,715	162,000	(18,000)
Interest Income	205,897	425,000	121,550	90,608	(334,392)
Compost	133,000	174,600	136,900	136,900	(37,700)
Miscellaneous	24,163	3,700	10,000	4,000	300
Sewer Tap Fees	78,375	96,000	96,000	97,000	1,000
Total Operating Revenues	<u>9,548,686</u>	<u>11,489,196</u>	<u>10,228,605</u>	<u>10,242,465</u>	<u>(1,246,731)</u>
<u>Operating Expenses</u>					
Wastewater Administration	5,678	58,326	12,008	7,027	(51,299)
Wastewater Collection	1,382,253	1,370,924	1,399,236	1,372,752	1,828
Wastewater Pre-Treatment	131,058	110,600	83,662	104,122	(6,478)
Wastewater Treatment	2,239,157	2,415,192	2,126,515	2,423,538	8,346
Environmental Services	102	1,113,521	881,359	1,035,188	(78,333)
Administrative Reimbursement	1,623,010	978,273	978,273	951,000	(27,273)
PILOT	282,838	477,371	477,371	491,823	14,452
Right of Way Payments	580,000	326,873	326,873	225,212	(101,661)
Total Operating Expenses	<u>6,244,096</u>	<u>6,851,080</u>	<u>6,285,297</u>	<u>6,610,662</u>	<u>(240,418)</u>
Operating Income	<u>3,304,590</u>	<u>4,638,116</u>	<u>3,943,308</u>	<u>3,631,803</u>	<u>(1,006,313)</u>
<u>Non-Operating Expenses</u>					
Annual Capital	286,923	130,000	496,734	-	(130,000)
Transfer to Transportation	65,000	65,000	65,000	65,000	-
Transfer to BTU	133,500	134,250	134,250	134,250	-
Transfer to Debt Reserve	-	-	94,068	108,616	108,616
Debt Service	4,837,378	3,110,443	3,113,205	3,100,199	(10,244)
Total Non-Operating Expenses	<u>5,322,801</u>	<u>3,439,693</u>	<u>3,903,257</u>	<u>3,408,065</u>	<u>(31,628)</u>
Net Income/(Loss)	(2,018,211)	1,198,423	40,051	223,738	
Beginning Retained Earnings	<u>5,018,268</u>	<u>5,256,786</u>	<u>3,000,057</u>	<u>3,040,108</u>	
Ending Retained Earnings	<u>\$ 3,000,057</u>	<u>\$ 6,455,209</u>	<u>\$ 3,040,108</u>	<u>\$ 3,263,846</u>	
Reserve Requirement : (Forty-five days operating expenses)	\$ 769,820	\$ 844,654	\$ 774,900	\$ 815,013	
Bond Coverage Ratio (minimum 1.25 times)	0.73	1.69	1.44	1.33	

City of Bryan, Texas
Solid Waste Fund
Summary of Revenues and Expenses

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Operating Revenues</u>					
Residential Refuse	\$ 3,360,566	\$ 3,542,880	\$ 3,558,757	\$ 3,576,550	\$ 33,670
Commercial Refuse	2,388,188	2,650,284	2,615,671	2,707,612	57,328
Recycling	29,319	12,000	32,000	30,000	18,000
Landfill	19,230		40		
Penalties	47,844				
Interest	900,809	101,000	30,000	27,200	(73,800)
Miscellaneous	42,463	30,600	22,934	29,800	(800)
Transfer from Water Fund				212,027	212,027
Total Operating Revenues	<u>6,788,419</u>	<u>6,336,764</u>	<u>6,259,402</u>	<u>6,583,189</u>	<u>246,425</u>
<u>Operating Expenses</u>					
Personal Services	1,104,515	1,916,194	1,753,169	2,110,696	194,502
Supplies	136,709	260,200	212,193	269,198	8,998
Maintenance	143,609	258,700	207,050	263,175	4,475
Other Services and Charges	238,214	374,821	547,801	329,082	(45,739)
Animal Shelter	296,348	326,548	32,618	321,618	(4,930)
BVSWMA	1,080,365	1,096,944	1,080,365	1,080,365	(16,579)
Administrative Reimbursement	1,511,538	646,169	646,169	590,000	(56,169)
PILOT	-	18,632	18,632	24,060	5,428
Right of Way Payments	377,182	424,941	424,941	421,921	(3,020)
Total Operating Expenses	<u>4,888,480</u>	<u>5,323,149</u>	<u>4,922,938</u>	<u>5,410,115</u>	<u>86,966</u>
Operating Income	<u>1,899,939</u>	<u>1,013,615</u>	<u>1,336,464</u>	<u>1,173,074</u>	<u>159,459</u>
<u>Non-Operating Expenses</u>					
Annual Capital	501,288	110,000	376,676	449,000	339,000
Transfer to Transportation	583,000	583,000	583,000	583,000	
Transfer to BTU	133,500	134,250	134,250	134,250	
Transfer to General Fund			6,500		
Transfer to Wastewater			4,000		
Debt Service	49,437	74,324	90,809	85,840	11,516
Total Non-Operating Expenses	<u>1,267,225</u>	<u>901,574</u>	<u>1,195,235</u>	<u>1,252,090</u>	<u>350,516</u>
Net Income/(Loss)	632,714	112,041	141,229	(79,016)	
Beginning Fund Balance	<u>1,073,252</u>	<u>1,684,076</u>	<u>1,705,966</u>	<u>1,847,195</u>	
Ending Fund Balance	<u>\$ 1,705,966</u>	<u>\$ 1,796,117</u>	<u>\$ 1,847,195</u>	<u>\$ 1,768,179</u>	
Reserve Requirement : (Forty five days operating expenses)	\$ 602,689	\$ 656,279	\$ 606,938	\$ 667,000	

City of Bryan, Texas
BTU - City
Summary of Revenues and Expenses

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Operating Revenues</u>					
Electric System	\$ 97,642,197	\$ 94,408,360	\$ 95,232,975	\$ 99,328,692	\$ 4,920,332
Other Income	2,651,975	3,160,000	1,381,350	1,410,000	(1,750,000)
Total Operating Revenues	100,294,172	97,568,360	96,614,325	100,738,692	3,170,332
<u>Operating Expenses</u>					
Personnel	8,706,524				
Electric Operations	64,362,105				
Maintenance	2,069,136				
Other Services and Charges	1,541,920				
Other Expenses	950,000				
General and Administrative	2,722,188				
Right of Way Payment	5,194,677				
Administrative and Shared Services		11,208,173	10,905,000	11,335,000	126,827
Customer Accounts		2,807,495	2,626,106	2,757,777	(49,718)
Production		68,668,576	74,268,375	69,012,101	343,525
Transmission		2,243,910	2,214,968	2,414,065	170,155
Distribution		2,476,000	2,428,000	1,976,500	(499,500)
New Ventures		1,149,529	839,900	980,726	(168,803)
QSE		1,174,140	1,212,462	1,464,015	289,875
Total Operating Expenses	85,546,550	89,727,823	94,494,811	89,940,184	212,361
Operating Income	14,747,622	7,840,537	2,119,514	10,798,508	2,957,971
<u>Non-Operating Expenses</u>					
Annual Capital	8,233,981	10,256,598	11,095,859	11,055,840	799,242
Debt Service	4,243,507	646,894	648,894	648,494	1,600
Total Non-Operating Expenses	12,477,488	10,903,492	11,744,753	11,704,334	800,842
Net Income/(Loss)	2,270,134	(3,062,955)	(9,625,239)	(905,826)	
Beginning Fund Balance	25,598,667	54,278,194	27,868,801	18,243,562	
Ending Fund Balance	\$ 27,868,801	\$ 51,215,239	\$ 18,243,562	\$ 17,337,736	
Reserve Requirement :					
(Forty five days operating expenses)	\$ 10,546,835	\$ 11,062,334	\$ 11,650,045	\$ 11,088,516	

Note: Prior to FY2002 expenses were not budgeted by business unit. After FY2002 all business units except Administrative and Shared Services and Customer Accounts services are combined to protect competitive information.

City of Bryan, Texas
BTU - Rural
Summary of Revenues and Expenses

	<u>FY 02 Projected</u>	<u>FY 03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Proposed</u>	<u>Increase/ (Decrease)</u>
<u>Operating Revenues</u>					
Electric System	\$ 19,301,996	\$ 21,590,797	\$ 19,360,490	\$ 21,158,850	\$ (431,947)
Other Income	400,564	423,810	240,000	250,000	(173,810)
Total Operating Revenues	<u>19,702,560</u>	<u>22,014,607</u>	<u>19,600,490</u>	<u>21,408,850</u>	<u>(605,757)</u>
<u>Operating Expenses</u>					
Personnel	1,023,417				
Maintenance	381,231				
Other Services and Charges	20,172				
Administrative and Shared Services	86,752	101,000	123,200	135,288	34,288
Operations (Note)	<u>16,131,991</u>	<u>17,569,343</u>	<u>17,176,835</u>	<u>18,955,775</u>	<u>1,386,432</u>
Total Operating Expenses	<u>17,643,563</u>	<u>17,670,343</u>	<u>17,300,035</u>	<u>19,091,063</u>	<u>1,420,720</u>
Operating Income/(Loss)	<u>2,058,997</u>	<u>4,344,264</u>	<u>2,300,455</u>	<u>2,317,787</u>	<u>(2,026,477)</u>
<u>Non-Operating Expenses</u>					
Annual Capital	1,402,893	1,256,900	1,684,000	1,795,000	538,100
Debt Service	<u>217,195</u>	<u>215,675</u>	<u>183,301</u>	<u>215,675</u>	<u>-</u>
Total Non-Operating Expenses	<u>1,620,088</u>	<u>1,472,575</u>	<u>1,867,301</u>	<u>2,010,675</u>	<u>538,100</u>
Net Income	438,909	2,871,689	433,154	307,112	
Beginning Fund Balance	<u>4,975,329</u>	<u>7,172,937</u>	<u>5,414,238</u>	<u>5,847,392</u>	
Ending Fund Balance	<u>\$ 5,414,238</u>	<u>\$ 10,044,626</u>	<u>\$ 5,847,392</u>	<u>\$ 6,154,504</u>	
Reserve Requirement :					
(Forty five days operating expenses)	\$ 2,175,234	\$ 2,178,535	\$ 2,132,881	\$ 2,353,693	

Note: Prior to FY2002 expenses were not budgeted by business unit. After FY2002 all business units except Administrative and Shared Services and Customer Accounts services are combined to protect competitive information.

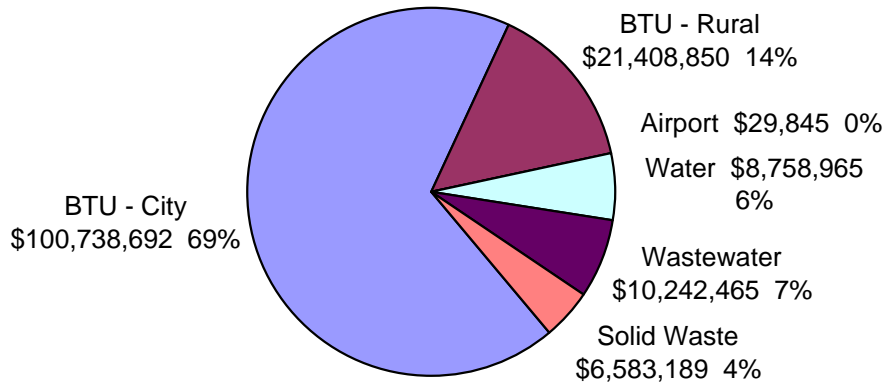
City of Bryan, Texas
 Airport Fund
 Summary of Revenues and Expenses

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Operating Revenues</u>					
Interest Income	\$ 22,431	\$ 1,000	\$ 1,800	\$ 900	\$ (100)
Rent	67,625	63,360	43,174	27,610	(35,750)
Grant Receipts	166,359	160,750	89,550		(160,750)
Other Miscellaneous	1,953		1,335	1,335	1,335
Total Revenues	<u>258,368</u>	<u>225,110</u>	<u>135,859</u>	<u>29,845</u>	<u>(195,265)</u>
<u>Operating Expenses</u>					
Maintenance	7,343	56,000	15,095	16,000	(40,000)
Other Services and Charges	14,830	16,572	29,224	22,847	6,275
Total Operating Expenses	<u>22,173</u>	<u>72,572</u>	<u>44,319</u>	<u>38,847</u>	<u>(33,725)</u>
Operating Income/(Loss)	<u>236,195</u>	<u>152,538</u>	<u>91,540</u>	<u>(9,002)</u>	<u>(161,540)</u>
<u>Non-Operating Expenses</u>					
Airport Improvements	223,139	130,750	136,600		(130,750)
Debt Service - Principal		5,045	5,045	5,202	157
Debt Service - Interest	3,246	2,984	2,984	2,809	(175)
Total Non-operating Expenses	<u>226,385</u>	<u>138,779</u>	<u>144,629</u>	<u>8,011</u>	<u>(130,768)</u>
Net Income/(Loss)	9,810	13,759	(53,089)	(17,013)	
Beginning Retained Earnings	<u>85,422</u>	<u>76,565</u>	<u>95,232</u>	<u>42,143</u>	
Ending Retained Earnings	<u>\$ 95,232</u>	<u>\$ 90,324</u>	<u>\$ 42,143</u>	<u>\$ 25,130</u>	
Reserve Requirement : (Forty five days operating expenses)	\$ 2,734	\$ 8,947	\$ 5,464	\$ 4,789	

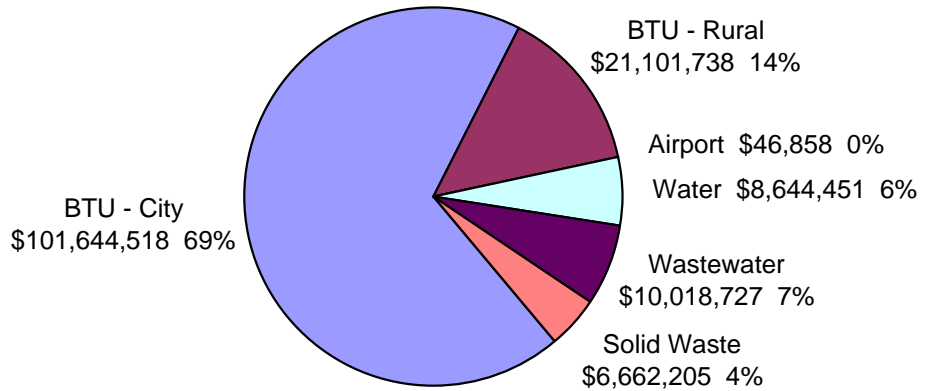
City of Bryan, Texas
 Bryan Commerce and Development Fund
 Summary of Revenues and Expenses

	<u>FY 02</u> <u>Actual</u>	<u>FY03</u> <u>Adopted</u>	<u>FY 03</u> <u>Projected</u>	<u>FY 04</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>
<u>Operating Revenues</u>					
LaSalle Operating Revenue	\$ 551,277				
Transfer In	<u>983,835</u>	<u>\$ -</u>	<u>\$ 957,143</u>	<u>\$ 853,489</u>	<u>\$ 853,489</u>
Total Revenue	<u>\$1,535,112</u>	<u>\$ -</u>	<u>\$ 957,143</u>	<u>\$ 853,489</u>	<u>\$ 853,489</u>
<u>Operating Expenses</u>					
Personnel Services	358,992				
Maintenance	18,135				
Other servies and charges	346,717		400,000	317,775	\$ 317,775
Other expense	122,872				
Note Payable	<u>250,478</u>		<u>557,143</u>	<u>535,714</u>	<u>\$ 535,714</u>
Total Operating Expenses	<u>1,097,194</u>	<u>-</u>	<u>957,143</u>	<u>853,489</u>	<u>853,489</u>
Operating Income/(Loss)	<u>437,918</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Income/(Loss)	437,918	-	-	-	
Beginning Retained Earnings	<u>(435,482)</u>	<u>-</u>	<u>2,436</u>	<u>2,436</u>	
Ending Retained Earnings	<u>\$ 2,436</u>	<u>\$ -</u>	<u>\$ 2,436</u>	<u>\$ 2,436</u>	

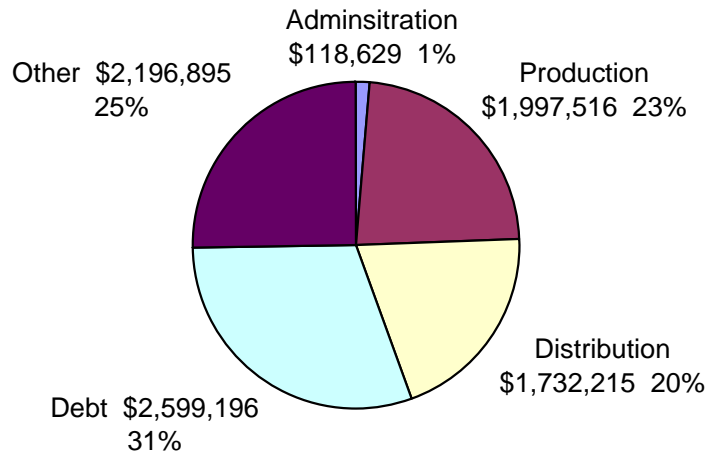
**City of Bryan, Texas
Enterprise Fund Revenues
Fiscal Year 2004**



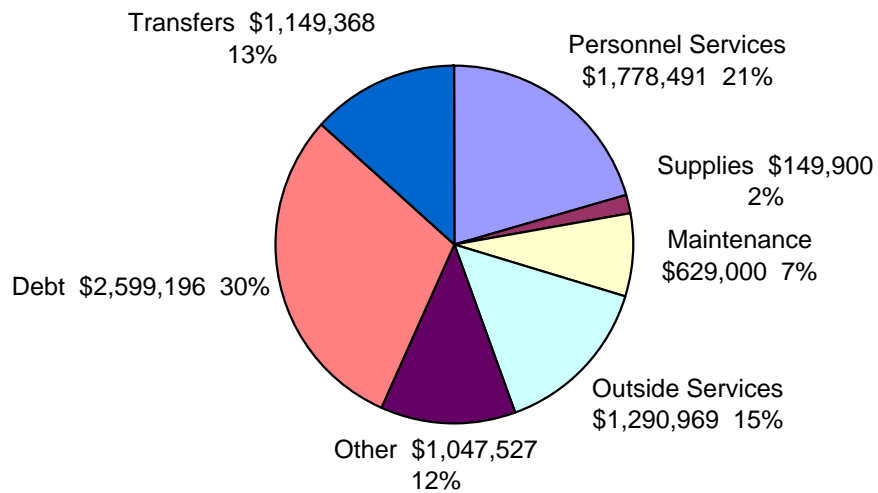
**Enterprise Fund Expenses
Fiscal Year 2004**



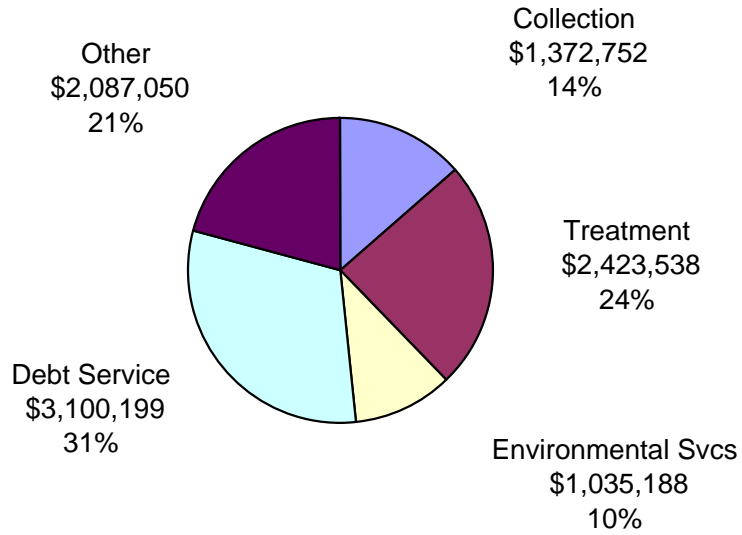
City of Bryan, Texas
Water Fund
Expenses by Function
Fiscal Year 2004
\$8,644,451



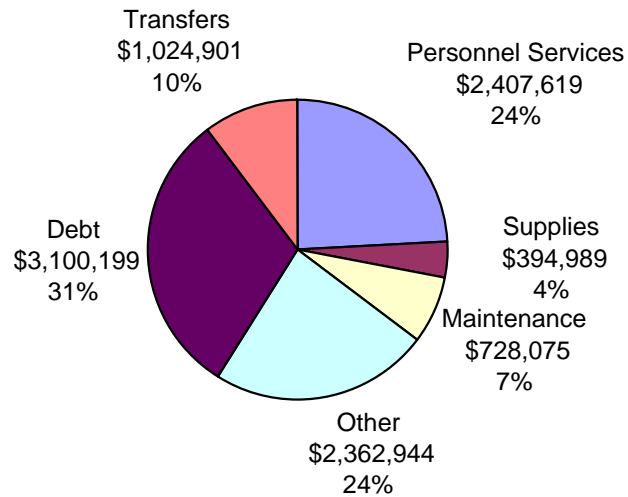
Water Fund
Expenses by Category



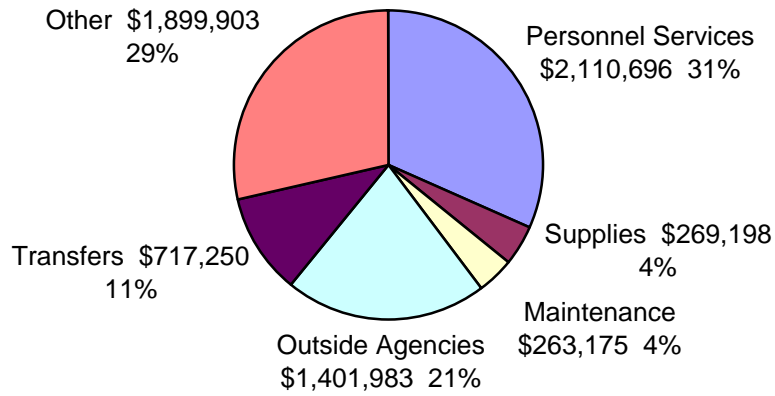
City of Bryan, Texas
Wastewater Fund
Expenses by Function
Fiscal Year 2004
\$10,018,727



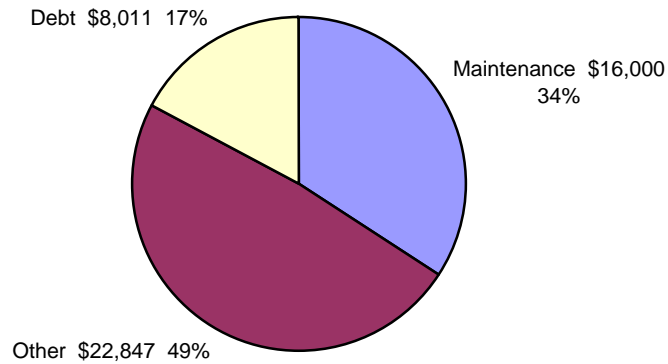
Wastewater Fund
Expenses by Category



City of Bryan, Texas
Solid Waste Fund
Expenses by Category
Fiscal Year 2004
\$6,662,205



Airport Fund
Expenses by Category
\$46,858



Fund	Department/Division		
Water - 510	Comm & Support Svcs/Water Svcs - 4400		
Division Mission Statement:			
Water Services produces and supplies safe, palatable, potable water to City of Bryan customers in sufficient quantity and pressure to meet customer demands.			
Fiscal Year 2003 Accomplishments:			
Contract One of the water production improvements completed. Milam/Fosch water line replacement complete. Wells 12 and 15 rehabilitated. Villa Maria utility relocation complete in advance of State highway project. Replaced water lines on Sterling, Hensel and 5th Street, Vine, Ehlinger, A.G. Edwards extension. Water system master plan completed. Completed Cooling Tower #3 upgrade.			
Fiscal Year 2004 Critical Result Indicators:			
Sufficient quantities of water exist to meet customer demand. Water is safe for human consumption. System pressure is within regulatory guidelines. Operational goals are met within budgetary constraints. Water quality meets regulatory requirements.			
Fiscal Year 2004 Goals/Objectives:			
Demand does not exceed 90% of capacity At least 96% of water samples test bacteriologically safe. Maintain 100% compliance with regulatory oversight agencies. Complete Contract II of water production improvements Commence Phase I-II of 24" water line - 18th to Villa Maria. Comply with all State and Federal regulations for Water. Complete 48" Well Field transmission line. Construct new cooling towers for Low Service Pump Station. Acquire sites for new wells. Slipline 30" well collection line. Slipline two 27" transmission lines.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% demand as a measure of capacity	85.90%	90.00%	90.00%
% of water samples testing safe	100.00%	100.00%	100.00%
% compliance with regulatory rules	100.00%	100.00%	100.00%

Fund		Department/Division				
Water - 510		Comm & Support Svcs/Water Svcs - 4400				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,753,342	\$ 2,016,703	\$ 2,022,981	\$ 269,639	\$ 1,778,491	\$ (238,212)
Supplies	185,645	159,105	146,440	(39,205)	149,900	(9,205)
Maintenance	851,473	613,000	588,257	(263,216)	629,000	16,000
Other Service Charges	1,229,524	1,341,265	1,270,170	40,646	1,290,969	(50,296)
Administrative Reimbursements	670,955	888,903	888,903	217,948	1,041,027	152,124
ROW/PILOT	714,890	617,237	617,237	(97,653)	613,128	(4,109)
Capital Outlay	102,436	106,500	292,758	190,322	6,500	(100,000)
Debt Service	3,923,504	2,588,399	2,601,082	(1,322,422)	2,599,196	10,797
Transfers	458,000	456,500	536,240	78,240	536,240	79,740
Total Expenses	<u>\$ 9,889,769</u>	<u>\$ 8,787,612</u>	<u>\$ 8,964,068</u>	<u>\$ (925,701)</u>	<u>\$ 8,644,451</u>	<u>\$ (143,161)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Division Manager	1	1	0	1	0	
Customer Service Supervisor*	1	1	0	0	(1)	
Public Works Business Agent	1	1	0	0	(1)	
Plant Operations Manager	0.5	0.5	0	0.5	0	
Field Operations Manager	1	1	0	1	0	
Field Operations Foreman	1	0	(1)	0	0	
Production Maintenance Foreman	1	1	0	1	0	
Distribution Foreman	1	2	1	2	0	
Distribution Team Leader	6	6	0	6	0	
Public Works Assistant*	3	3	0	0	(3)	
Public Works Clerk*	2	2	0	0	(2)	
Safety and Training Officer*	1	1	0	0	(1)	
Electrical Technician	0	0	0	0.5	1	
Production Maintenance Worker	3	1	(2)	1	0	
Production Operator	4	4	0	4	0	
Water Mechanic	1	2	1	2	0	
Distribution Field Operators	16	15	(1)	18	3	
Landscape Technician	2	1	(1)	0	(1)	
Meter Installation Assistant	2	2	0	0	(2)	
Meter Repair Assistant	1	0	(1)	0	0	
Water Meter Technician	1	1	0	1	0	
Water Engineering Technician	1	0	(1)	0	0	
Work Order Facilitator	0.5	0.5	0	0.5	0	
Storekeeper	1	1	0	1	0	
	<u>52</u>	<u>47</u>	<u>(5)</u>	<u>39.5</u>	<u>(7.5)</u>	
* Positions moved to Environmental Services and expense budgeted as Administrative Reimbursement.						

Fund	Department/Division		
Wastewater - 515	Comm & Support Svcs/Wastewater Svcs - 4500		
Division Mission Statement:			
Wastewater services collects and transports wastewater to the wastewater treatment plant ensuring public health, public safety and environmental quality.			
Fiscal Year 2003 Accomplishments:			
Contract #1 of the I&I Rehabilitation/Replacement Program is 40% complete. Sewer lines replaced on Fairway, Broadmoore, Beverly Estates, Echols, Barack, Highway 6, Braeburn, Gordon, FM2818, Houston, Carter Creek, Cache Cove, and Briar Oaks. Hauled waste disposal facility at Wastewater Treatment Plant #2 (WWTP #2) completed. Projects underway for wastewater improvements to St. Joseph's Hospital, Timber Lane , and Park Street Rehabilitation of WWTP #2 completed.			
Fiscal Year 2004 Critical Result Indicators:			
Wastewater is treated within limits of permit. Rainfall events do not trigger overflows in collection system. Rainfall events do not create capacity problems at treatment plant. Operational goals are met within budgetary constraints. Water quality meets regulatory requirements.			
Fiscal Year 2004 Goals/Objectives:			
Reduce Inflow and Infiltration during rainfall events by 20%. Reduce sewer line stoppages by 20%. Maintain 100% compliance with regulatory agencies. Begin construction of new main interceptor line down Carter Creek to WWTP #1.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
% decrease in inflow/infiltration during rainfall	20.00%	20.00%	20.00%
% compliance with regulatory rules	100.00%	100.00%	100.00%
Budget expenditures within budget	98.80%	100.00%	100.00%


Fund		Department/Division				
Wastewater - 515		Comm & Support Svcs/Wastewater Svcs - 4500				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,843,626	\$ 2,407,064	\$ 2,384,508	\$ 540,882	\$ 2,407,619	\$ 555
Supplies	367,748	416,855	394,731	26,983	394,989	(21,866)
Maintenance	574,435	606,775	582,089	7,654	728,075	121,300
Outside Services/Chrgs.	972,439	1,637,869	1,141,452	169,013	1,411,944	(225,925)
Admin. Reimbursements	1,623,010	978,273	978,273	(644,737)	951,000	(27,273)
ROW/PILOT	862,838	804,244	804,244	(58,594)	717,035	(87,209)
Capital Outlay	286,923	130,000	496,734	209,811	-	(130,000)
Debt Service	4,837,378	3,110,443	3,113,205	(1,724,173)	3,100,199	(10,244)
Transfers	198,500	199,250	293,318	94,818	307,866	108,616
Total Expenses	<u>\$ 11,566,897</u>	<u>\$ 10,290,773</u>	<u>\$ 10,188,554</u>	<u>\$ (1,378,343)</u>	<u>\$ 10,018,727</u>	<u>\$ (272,046)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Plant Operations Manager - Prod.	0.5	0.5	0	0.5	0	
Operations Manager	1	1	0	1	0	
Administrative Coordinator	0	0	0	1	1	
Regulatory Compliance Supervisor	0	0	0	1	1	
Environmental Compliance Officer	2	2	0	2	0	
Industrial Waste/Pre-treatment Officer	1	1	0	1	0	
Collection Foreman	1	1	0	1	0	
Compost Foreman	1	1	0	1	0	
Collection Team Leader	7	7	0	7	0	
Industrial Pre-treatment Operator	0	1	1	1	0	
Plant Operator	13	13	0	13	0	
Collection Field Operator	14	12	(2)	12	0	
Vacuum Truck Operator	2	2	0	0	(2)	
Compost Operator	4	4	0	4	0	
Operator/Mechanic	2	2	0	2	0	
Water Quality Technician	2	2	0	2	0	
Video Survey Technician	2	0	(2)	0	0	
Electrical Technician	0	0	0	0.5	0.5	
Lift Station Technician	1	1	0	1	0	
Lift Station Technician Assistant	1	1	0	1	0	
Work Order Facilitator	0.5	0.5	0	0.5	0	
	<u>55</u>	<u>52</u>	<u>(3)</u>	<u>52.5</u>	<u>0.5</u>	

Fund	Department/Division		
Solid Waste - 525	Environmental Services		
Division Mission Statement:			
In support of the Public Works Mission Statement, Environmental Services exists to provide the City of Bryan with timely and cost effective solid waste collection and disposal, reduce wastes through recycling, ensure environmental compliance, and provide accurate wastewater testing in an effort to ensure a safe, attractive, clean, and aesthetically pleasing community for residents and visitors.			
Fiscal Year 2003 Accomplishments:			
Initiated a pilot program to collect both brush and bulky on a once/week collection schedule with a designated collection day rather than a designated week.			
All solid waste services (brush, bulk, residential, & commercial) are being provided with an average complaint percentage of less than 1/10 of 1%.			
Industries, commercial businesses, and medical waste facilities are maintaining compliance with State, Federal and Local environmental regulations.			
The wastewater laboratory received a perfect score on the annual blind sampling test that is required by the Environmental Protection Agency (EPA).			
The Compost facility is selling an average of 4000 tons of finished product compost per year and is moving approximately 13,000 tons of brush chips per year to be used in mulch market.			
An engineering firm is on board and helping design the Stormwater Phase II Municipal Separate Storm Sewer System (MS4) permit for the City of Bryan.			
We are now offering metal side loading cans as an option for commercial solid waste customers.			
Fiscal Year 2004 Critical Result Indicators:			
Timely, cost-effective solid waste collection			
Customer's brush, yard wastes, and biosolids are recycled into compost			
Citizens participate in recycling			
Industries and businesses are properly treating their wastewater			
Timely disposal of small dead animals			
Customers are compliant with the solid waste and wastewater city codes			
Lab results ensure wastewater meets discharge requirements			
Streets are clean and attractive			
Invoices are processed quickly and efficiently			
Payroll is entered on time			
Citizens receive quick, courteous response when reporting concerns or complaints			
Fiscal Year 2004 Goals/Objectives:			
98% of all solid waste customers are collected on regular schedule			
All curb and gutter streets are swept 5 times per year			
Dead animals are removed within 24 hours of notification			
Increase citizen participation at recycling center by 2% annually			
95% Significant Industrial User's are in compliance with their Industrial Pretreatment Program (IPP)			
98% Businesses are cleaning grease and grit traps on time			
98% Medical waste is properly disposed			
Perform all lab analyses accurately and on schedule			
Monthly, semi-annual, and annual wastewater treatment reports are submitted on time to TCEQ			
95% invoices are processed within 7 days of receipt			
Performance and Activity Measures:			
	FY 2002 Actual	FY 2003 Projected	FY 2004 Proposed
% of customers collected without complaint	Residential 99.9	Residential 99.9	Residential 99.9
	Commercial 99.7	Commercial 99.7	Commercial 99.8
	Brush Bulky 99.98	Brush Bulky 99.98	Brush Bulky 100
	Yard & Leaf 99.99	Yard & Leaf 99.99	Yard & Leaf 100
Average # of street sweepings annually	4.5	5.5	6
# of dead animal requests removed/disposed (% removed within 24 hours)	254(100%)	250(100%)	100%
# of citizens utilizing the recycling centers (% increase from previous year)	35,816	34,670(-3.2%)	36000 (3.8%)
% of industries in compliance with IPP permits	100	100	100
% of businesses in compliance with grease and grit cleaning	Grease 90	Grease 95	Grease 97
	Grit 90	Grit 95	Grit 95
% of medical waste facilities properly disposing of medical waste	100	100	100
% of analyses completed without error and on time	99.98	99.8	100
% of wastewater reports submitted on time	100	100	100
%invoices processed within 7 days of receipt	80	85	88

Fund		Department/Division				
Solid Waste - 525		Environmental Services				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,104,515	\$ 1,916,194	\$ 1,753,169	\$ 648,654	\$ 2,110,696	\$ 194,502
Supplies	136,709	260,200	212,193	75,484	269,198	8,998
Maintenance	143,609	258,700	207,050	63,441	263,175	4,475
Outside Services/Chrgs.	3,126,465	2,444,482	2,306,953	(819,512)	2,321,065	(123,417)
ROW/PILOT	377,182	443,573	443,573	66,391	445,981	2,408
Capital Outlay	501,288	110,000	376,676	(124,612)	449,000	339,000
Debt Service	49,437	74,324	90,809	41,372	85,840	11,516
Transfers	716,500	717,250	727,750	11,250	717,250	
Total Expenses	<u>\$ 6,155,705</u>	<u>\$ 6,224,723</u>	<u>\$ 6,118,173</u>	<u>\$ (37,532)</u>	<u>\$ 6,662,205</u>	<u>\$ 437,482</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Division Manager	1	1	0	1	0	
Brush/Bulk Supervisor	1	1	0	1	0	
Recycling Center Coordinator	1	1	0	1	0	
Solid Waste Supervisor	1	1	0	1	0	
Customer Svc. Supervisor*	0	0	0	1	1	
Safety & Training Officer*	0	0	0	1	1	
Solid Waste Assessment Worker	2	3	1	2	(1)	
Solid Waste Equipment Operator	19	19	0	19	0	
Brush/Bulk Equipment Operator	17	17	0	16	(1)	
Crew Worker	2	0	(2)	0	0	
Recycling Center Assistant	1	2	1	3	1	
Public Works Assistant*	0	2	2	4	2	
Public Works Clerk*	0	1	1	2	1	
Total Personnel	<u>45</u>	<u>48</u>	<u>3</u>	<u>52</u>	<u>4</u>	

Fund	Department/Division		
Airport - 520	Operations - 4701		
Division Mission Statement:			
To promote the City of Bryan and the unique opportunities that exist in the Brazos Valley through aviation.			
Fiscal Year 2003 Accomplishments:			
Finalized FBO agreement with American Flight Services, LLC.			
Finalized hangar agreement with Triple Six, Inc.			
Implemented a new grounds maintenance agreement.			
Promote community support and involvement with Coulter Airfield through Ribbon-Cutting Ceremony.			
Fiscal Year 2004 Critical Result Indicators:			
Available tarmac usage for all customers.			
Twenty-four (24) hour landing access.			
Aesthetically pleasing facilities and grounds.			
Available terminal services.			
Available line services.			
Available lease and rental services.			
Available maintenance and flight instruction services.			
Fiscal Year 2004 Goals/Objectives:			
To develop and implement structured procedures and staffing to accommodate 24 hour availability.			
Continue to maintain facilities and create aesthetically pleasing grounds by reviewing current grounds and maintenance agreement performance.			
Create passenger lounge area equipped with telephones, couches and vending/coffee area.			
Create pilot lounge area equipped with couches, television, flight planning equipment, an internet connected computer, broadband internet connections and telephones.			
Staff terminal building with desk attendant to accommodate customer and visitor needs.			
Provide courtesy car for visitors and/or rental car agencies.			
Actively market flight training instructor area and search for organized (FAR Part 91 or 141) flight school.			
Enhance communication with arriving aircraft via Unicom frequency.			
Provide staffing capable of greeting and parking arriving aircraft, transporting luggage, dispensing fuel, and towing and tying down visiting aircraft.			
Maintain adequate fuel facilities.			
Provide available tie down area for visiting aircraft.			
Provide aircraft wash area.			
Work closely with aircraft owners to arrange maintenance for transient aircraft through third party maintenance services.			
Provide catering and refreshment services.			
Provide hangar rentals at competitive rates.			
Provide office space rental for key aviation related businesses.			
Provide a top quality maintenance facility.			
Work closely with aircraft maintenance via a contract with an aircraft service company.			
Recruit flight instruction via a contract with a Part 91 or Part 141 approved flight school.			
Provide facilities for independent Part 91 flight instructors.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Hangars leased for 12 months	36	36	36
Revenue generated	\$62,400	\$62,400	\$62,400
Storage unit leased for 12 months	1	1	1
Revenue generated	\$420	\$420	\$420
Privately owned hangars	1	1	1
Revenue generated	\$0	\$0	\$0
Hangars with 30 year leases	3	3	3
Revenue generated	\$1	\$1	\$1

Fund			Department/Division			
Airport - 520			Operations - 4701			
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Maintenance	\$ 7,343	\$ 56,000	\$ 15,095	\$ (40,905)	\$ 16,000	\$ 905
Other Services/Charges	14,830	16,572	29,224	12,652	22,847	(6,377)
Airport Improvements	223,139	130,750	136,600	5,850	-	(136,600)
Debt Service	3,246	8,029	8,029	-	8,011	
Total Expenses	<u>\$ 248,558</u>	<u>\$ 211,351</u>	<u>\$ 188,948</u>	<u>\$ (22,403)</u>	<u>\$ 46,858</u>	<u>\$ (142,072)</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
No staff is budgeted						
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	



Fund	Department/Division						
BTU	BTU/Electric Fund/ City						
Division Mission Statement: BTU's mission is to give its customers exceptional service with reliable, competitively priced electricity while acting as a responsible and caring member of the community.							
Fiscal Year 2003 Accomplishments: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
Fiscal Year 2004 Critical Result Indicators: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
Fiscal Year 2004 Goals/Objectives: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
Performance and Activity Measures: <table> <thead> <tr> <th>Fiscal Year 2002 Actual</th> <th>Fiscal Year 2003 Projected</th> <th>Fiscal Year 2004 Proposed</th> </tr> </thead> <tbody> <tr> <td colspan="3"> Information is not provided since details are a competitive matter as outlined in Senate Bill 7. </td> </tr> </tbody> </table>		Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed	Information is not provided since details are a competitive matter as outlined in Senate Bill 7.		
Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed					
Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							

Fund		Department/Division				
Electric		BTU/Electric Fund/ City				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 8,706,524					
Electric Operations	64,362,105					
Maintenance	2,069,136					
Other Services and Chgs.	2,491,920					
General and Administrative	2,722,188					
Right of Way Payment	5,194,677					
Admin and Shared Services		\$ 11,208,173	\$ 10,905,000		\$ 11,335,000	\$ 126,827
Customer Accounts		2,807,495	2,626,106		2,757,777	(49,718)
Production		68,668,576	74,268,375		69,012,101	343,525
Transmission		2,243,910	2,214,968		2,414,065	170,155
Distribution		2,476,000	2,428,000		1,976,500	(499,500)
New Ventures		1,149,529	839,900		980,726	(168,803)
QSE		1,174,140	1,212,462		1,464,015	289,875
Capital Expenditures	8,233,981	10,256,598	11,095,859		11,055,840	799,242
Debt Service	4,243,507	646,894	648,894		648,494	1,600
Total Expenses	<u>\$ 98,024,038</u>	<u>\$ 100,631,315</u>	<u>\$ 106,239,564</u>	<u>\$ 8,215,526</u>	<u>\$ 101,644,518</u>	<u>\$ 1,013,203</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Budget	Increase Decrease from Prior Year	
Detailed information is not provided since details are a competitive matter as outlined in Senate Bill 7.						
Total Staffing	<u>201</u>	<u>203</u>	<u>0</u>	<u>203</u>	<u>0</u>	

Fund	Department/Division						
BTU	BTU/Rural Electric						
Division Mission Statement: BTU's mission is to give its customers exceptional service with reliable, competitively priced electricity while acting as a responsible and caring member of the community.							
Fiscal Year 2003 Accomplishments: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
Fiscal Year 2004 Critical Result Indicators: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
Fiscal Year 2004 Goals/Objectives: Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							
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Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed					
Information is not provided since details are a competitive matter as outlined in Senate Bill 7.							

Fund		Department/Division				
BTU		BTU/Rural Electric				
Financial Resources: Rural System						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 1,023,417					
Electric Operations	16,131,991					
Maintenance	381,231					
Other Services and Charge:	20,172					
Debt Service	217,195	\$ 215,675	\$ 183,301		\$ 215,675	\$ -
Right of Way Payment						
Capital Outlay	1,402,893	1,256,900	1,684,000		1,795,000	538,100
General And Administrative	86,752	101,000	123,200		135,288	34,288
Purchased Power		16,451,353	16,075,835		17,677,375	1,226,022
Transmission		151,990	136,000		155,400	3,410
Distribution		966,000	965,000		1,123,000	157,000
Total Expenses	<u>\$ 19,263,651</u>	<u>\$ 19,142,918</u>	<u>\$ 19,167,336</u>	<u>\$ (96,315)</u>	<u>\$ 21,101,738</u>	<u>\$ 1,958,820</u>
* Staffing is included in totals presented for BTU City.						
Staffing:						
	Fiscal Year 2001 Actual	Fiscal Year 2002 Projected	Increase Decrease from Prior Year	Fiscal Year 2003 Budget	Increase Decrease from Prior Year	
Total Staffing	<u>*</u>	<u>*</u>	<u>*</u>	<u>*</u>	<u>*</u>	
* Staffing is included in totals presented for BTU City.						



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SELF INSURANCE FUND OVERVIEW

Fund Description

It is the policy of the City not to purchase commercial insurance for the risks of losses to which it is exposed, except for certain stop-loss provisions. Instead, the City believes it is more economical to manage its risks internally and set aside assets for claim settlements in an internal service fund, the Self Insurance Fund. This fund services claims for risk of loss to which the City is exposed, including property and casualty, workers compensation and environmental. Property claims in excess of \$25,000 are covered by an Interlocal Government Risk Pool. Workers' compensation and liability claims in excess of \$250,000 are covered by private excess insurance carriers. The general and auto liability exposure for municipalities in Texas is lessened due to the Texas Tort Claims Act, which limits liability to \$250,000 for each person and \$500,000 for each occurrence for bodily injury and \$100,000 for each occurrence for property damage.

The cost of providing claim servicing and claim payments is allocated by charging a "premium" to each fund. Workers compensation premiums are charged by multiplying the salary of each position in a department by a percentage that is determined by the risk category of that position. Then the calculated amount is "modified", or multiplied by a factor based upon that department's previous three years of claims history. Property and Casualty premiums are charged to each fund on the basis of that particular fund's exposure, i.e., property premiums are predicated upon the property held by the fund in question. Liability premiums are based upon the risk assumed by each department and are modified by the claims history of the previous three years.

Fiscal Year 2004 Narratives

Revenues

Revenues for the 2004 Fiscal Year are proposed to be \$1,464,787, a decrease of \$434,335 (22.9%) from the FY2003 adopted figure of \$1,899,122. Much of the decrease can be attributed to a rate decrease in base rates for all departments. The rate reduction is intended to return excess premiums to the departments paid in prior years.

The premium revenue stream is made of two parts. Premiums collected for Workers' Compensation are projected to be \$723,164 (52.7% of the total) and premiums for liability insurance totals \$649,521 and comprises the balance.

Interest income on the reserves is projected to be \$91,102 and makes up 6.2% of the Self Insurance Fund revenues.

Expenses

Operating expenses are expected to be \$2,323,513 in FY2004, an increase of \$29,023 over the FY2003 adopted amount of \$2,294,490. This increase can be attributed to a slightly higher amount of expected claims as projected by the actuary.

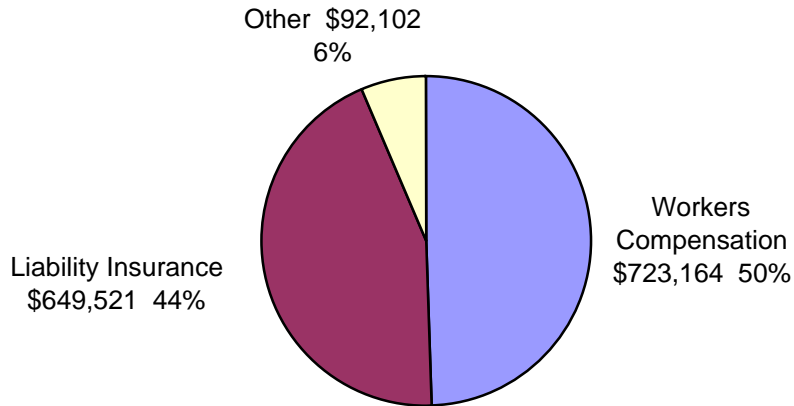
Reserves

At September 30, 2002, the City's Actuary completed a study of the City's excess insurance reserves and expected future loss levels. The required undiscounted loss reserves were calculated to be \$1,113,846. The reserve for "Incurred but not Reported" (IBNR) was estimated to be \$857,952. The projected beginning balance for FY2004 is \$6,459,631. This amount well exceeds the current loss expectations and the FY2004 expected claims of \$1,302,702. Premiums will be lower over the next 3-4 years in order to reduce the excess reserves gradually.

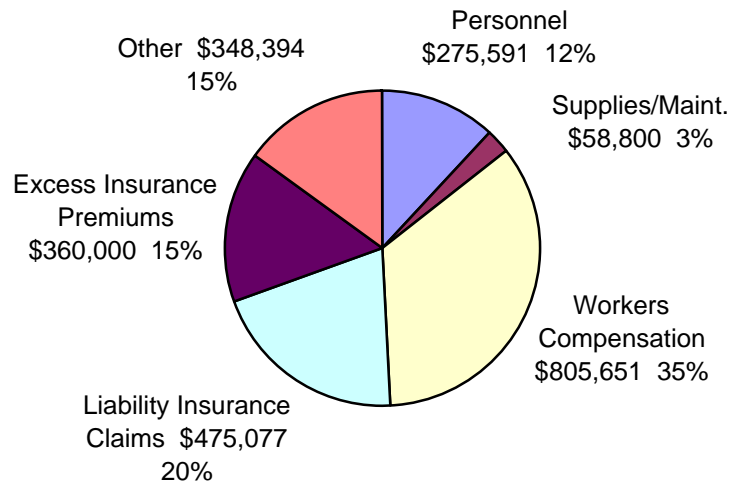
City of Bryan, Texas
Self Insurance Fund
Summary of Revenues and Expenses

	FY 02 <u>Actual</u>	FY03 <u>Adopted</u>	FY 03 <u>Projected</u>	FY 04 <u>Adopted</u>	Increase/ <u>(Decrease)</u>
<u>Operating Revenues</u>					
Liability Insurance Premiums	\$ 2,205,274	\$ 1,674,074	\$ 1,372,685	\$ 1,372,685	\$ (301,389)
Other	1,041	1,000	1,000	1,000	-
Interest Income	294,404	224,048	126,100	91,102	(132,946)
Total Operating Revenues	<u>2,500,719</u>	<u>1,899,122</u>	<u>1,499,785</u>	<u>1,464,787</u>	<u>(434,335)</u>
<u>Operating Expenses</u>					
Personnel	260,555	278,494	267,813	275,591	(2,903)
Supplies	16,434	54,825	42,900	52,800	(2,025)
Maintenance	823	6,000	6,000	6,000	-
Claims and Judgments	315,128	1,211,280	1,140,838	1,302,702	91,422
Liability Insurance	156,763	360,000	155,000	338,026	(21,974)
Administrative Services	121,137	156,929	156,929	141,000	(15,929)
Other Services and Charges	162,223	226,962	207,901	207,394	(19,568)
Total Operating Expenses	<u>1,033,063</u>	<u>2,294,490</u>	<u>1,977,381</u>	<u>2,323,513</u>	<u>29,023</u>
Operating Income (Loss)	<u>1,467,656</u>	<u>(395,368)</u>	<u>(477,596)</u>	<u>(858,726)</u>	<u>(463,358)</u>
Net Income/(Loss)	1,467,656	(395,368)	(477,596)	(858,726)	
Beginning Fund Balance	<u>5,469,571</u>	<u>5,601,205</u>	<u>6,937,227</u>	<u>6,459,631</u>	
Ending Fund Balance	<u>\$ 6,937,227</u>	<u>\$ 5,205,837</u>	<u>\$ 6,459,631</u>	<u>\$ 5,600,905</u>	

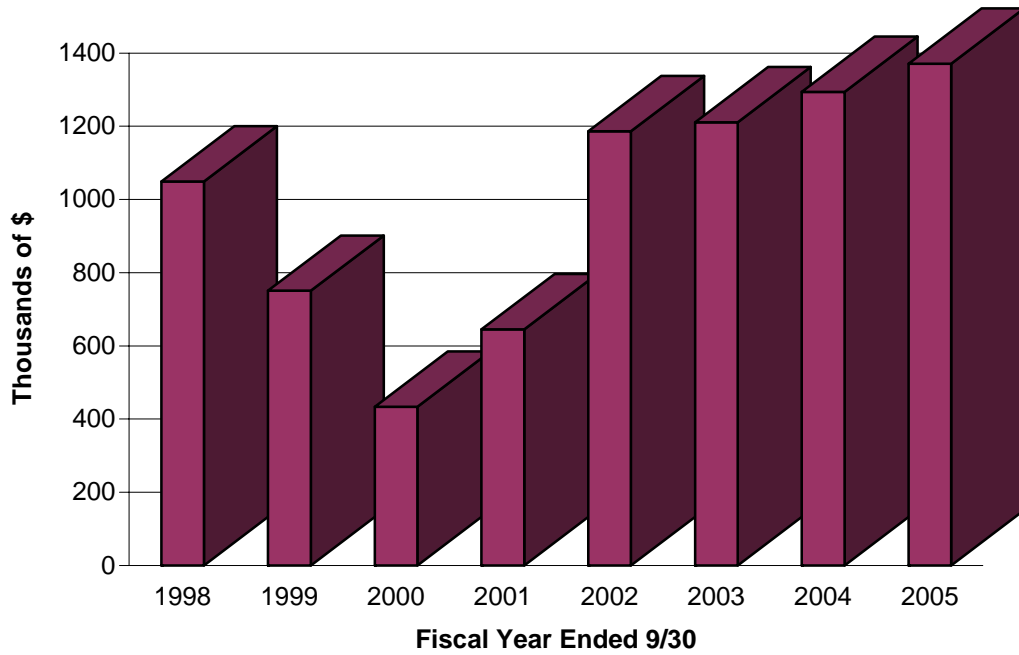
City of Bryan, Texas
Self Insurance Fund
Revenues
Fiscal Year 2004
\$1,464,787



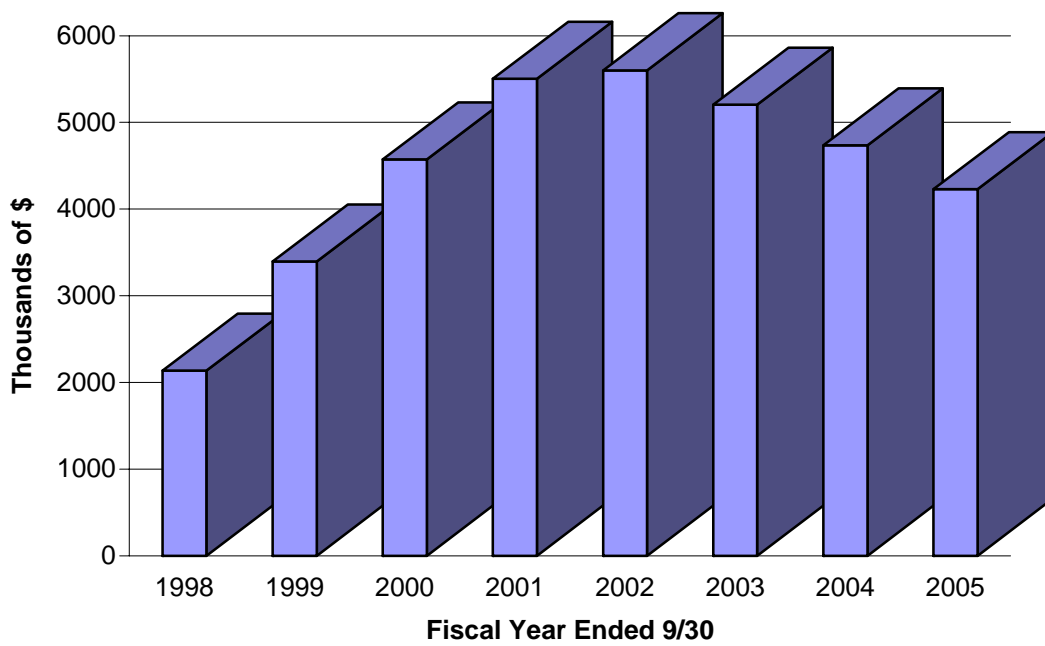
Self Insurance Fund
Expenses
\$2,323,513



Claims and Judgments
FY1998-2002 Actual
FY2002-2005 Estimated



Available Reserves
FY1998-2002 Actual
FY2002-2005 Estimated



Fund	Department/Division		
Self Insurance - 605	Executive/Risk Management - 6001		
Division Mission Statement:			
Protect the City of Bryan resources from identifiable and controllable risk of loss and to minimize the financial risks to the City, its employees and taxpayers.			
Fiscal Year 2003 Accomplishments:			
Maintained financial integrity of the Self-Insurance Fund.			
Reduced the number of lost days per FTE.			
Provided timely risk assessments and safety training.			
Introduced and obtained passage of HB211 regarding insurance purchasing.			
Pursue health insurance joint purchasing coalition.			
Obtained favorable property and casualty insurance renewal premiums.			
Obtained health plan network offering choice and increased discounts.			
Fiscal Year 2004 Critical Result Indicators:			
Adequately funded Self-Insurance program.			
Cost-effective and responsive claims management.			
Compliance with laws, policies and procedures.			
Utilization of loss control program and procedures.			
Opportunities to participate in benefit awareness programs.			
Safe working conditions.			
Fiscal Year 2004 Goals/Objectives:			
Maintain financial integrity of the Self-Insurance Fund.			
Reduce workers' compensation and liability expenditures.			
Increase percentage of TWCC forms submitted on time.			
Provide relevant risk assessments, consultations and training to promote safe and healthy work environment.			
Implement HIPAA compliance requirements for health insurance plan.			
Continue evaluation/implementation of health insurance joint purchasing coalition.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
Unrestricted net assets as a percentage of the actuarially projected funding requirement.	339%	310%	255%
Cost of risk as a percentage of total expenditures.	0.57%	0.71%	0.66%
Total public liability expenditures per capita.	\$ 0.60	\$ 1.18	\$ 1.50
Auto liability losses per 100,000 miles driven.	\$ 1,200.00	\$ 2,900.00	\$ 2,000.00
Workers' Comp expenditures per FTE.	\$ 493.00	\$ 750.00	\$ 650.00
Percentage of TWCC forms submitted on time.	90%	90%	95%
Number and total dollar amount of fines assessed as a percentage of the overall budget.	0/\$0	0/\$0	0/\$0
Days lost per FTE.	1.5	1.1	1
Number of safety training hours per FTE.	25.8	26	27
Preventable vehicle collisions as a percentage of total.	72%	85%	75%
Number of recordable Workers' Comp claims per 100 FTE.	18	17	17
Percentage of risk assessments conducted within three days of request.	100%	100%	100%
Percentage of liability claims processed within 30 days.	78%	85%	90%

Fund		Department/Division				
Self Insurance - 605		Executive/Risk Management - 6001				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 260,555	\$ 278,494	\$ 267,813	\$ (10,681)	\$ 275,591	\$ (2,903)
Supplies	16,434	54,825	42,900	(11,925)	52,800	(2,025)
Maintenance	823	6,000	6,000	-	6,000	-
Claims and Judgments	315,128	1,211,280	1,140,838	(70,442)	1,302,702	91,422
Liability Insurance	156,763	360,000	155,000	(205,000)	338,026	(21,974)
Other Services and Charges	162,223	226,962	207,901	(19,061)	207,394	(19,568)
Transfers out	121,137	156,929	156,929	-	141,000	(15,929)
Total Expenses	<u>\$ 1,033,063</u>	<u>\$ 2,294,490</u>	<u>\$ 1,977,381</u>	<u>\$ (317,109)</u>	<u>\$ 2,323,513</u>	<u>\$ 29,023</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Actual	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Benefits Administrator	1	1	0	1	0	
Claims Coordinator	1	1	0	1	0	
Risk Management Assistant	1	1	0	1	0	
Risk Manager	1	1	0	1	0	
Safety Specialist	1	1	0	1	0	
Total Staffing	<u>5</u>	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>	



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SPECIAL REVENUE FUNDS OVERVIEW

Fund Description

Special Revenue Funds may be used “to account for the proceeds of specific revenue sources (other than permanent funds or for major capital projects) that are legally restricted as to expenditure for specified purposes.

Fiscal Year 2004 Narratives

The City adopts legal budgets for nine Special Revenue Funds.

Community Development Fund

The sources of funds for the Community Development Fund are the United States Department of Housing and Urban Development for the Community Development Block Grant (CDBG) and the HOME Program (HOME). The Texas Department of Housing and Community Affairs funds the Emergency Shelter Grant. Revenues are also realized from the interest income from a revolving loan program created using HUD loans. In FY2004, revenues total \$1,817,451. This budget is \$129,418 more than the FY2003 adopted budget of \$1,688,033. The increase is primarily due to increased grant awards in the CBDG and HOME grants and an expected increase in Program Income from the loan program.

Expenditures in the Community Development Fund are proposed to be \$1,817,451. This represents an increase of \$119,913 (7.1%) from the FY2003 Adopted Budget. Increased total CDBG funding resulted in \$59,450 more being proposed for housing expenses. HOME grant outlays also increased by \$58,527 as the increase in funding has been dedicated to homeowner assistance.

Hotel/Motel Tax Fund

The Hotel/Motel Tax fund is used to account for the revenues realized from the City's 7% tax on Hotel/Motel receipts. By law, City's less than 125,000 in population must spend at least 1% of the proceeds on advertising, no more than 15% on art programs and a maximum of 50% on historical preservation. Chapter 351 of the Texas Local Government Code governs the use of Hotel/Motel Tax proceeds.

As of June 30, 2003 there are 14 hotels and motels and 12 bed and breakfasts in Bryan. The total number of rooms available for rent in is 616. The number of rooms available for rental at June 30, 2002 was 611. The Preference Inn with 115 rooms is the largest and the Fairfield Inn with 67 rooms the largest chain motel.

Revenues from room receipts in FY2004 are projected to be \$224,400. This is 0.3% less than the amount adopted in the FY2003 budget and a modest 2% increase from the projected FY2003 collections. New motels locating in College Station have the effect of limiting the growth in Bryan's hotel/motel tax revenues.

Expenditures in FY2004 will be \$58,800 less than the FY2003 budget of \$288,600. Funding for the Visitor's Center was reduced by \$63,000 in order to make funds available for the Convention and Visitor's Bureau. The Visitor's Center is not expected to be complete until late in FY2004. Funding for the Arts Council (Council) increased \$24,200. While the amount appropriated for operations is lower due to the 15% statutory limit, a contribution of \$25,000 is being made to the building fund for the Council's new facility. Funding for special celebrations totaling \$58,000 included in the FY2003 budget was not budgeted again in FY2004.

Reserves in the Hotel/Motel Tax Fund will be reduced by \$4,533 in order to finance the FY2004 budget. The projected ending fund balance should be \$118,785 at September 30, 2004. The required fund balance is 25% of the estimated revenues for the current year, or \$56,317.

Oil & Gas Fund

Oil and Gas royalties and bonuses from wells drilled on City owned land is accounted for in the Oil & Gas Fund. Use of these funds is limited to the purchase of capital assets and to street, park, drainage and public facilities maintenance and improvements. Funds received for property owned by the Enterprise Funds is restricted to use in the respective funds.

Oil and Gas production activity in the Brazos Valley varies depending upon the demand for and the market price of the product. Revenues, which have been as high as \$516,000 in FY2001, are expected to be \$200,000 in FY2004.

Approximately 80% of the collections are from properties around Lake Bryan, which is owned by BTU. Therefore, a transfer to BTU of \$160,000 is budgeted in FY2004. The \$45,000 of proposed FY2004 expenditures is allocated to landscaping improvements around the new Tejas Center (\$30,000) and a transfer to Bryan Commerce and Development for rollback taxes that must be paid on the Traditions project land.

Court Technology Fund

The Court Technology Fund accounts for the receipts and disbursement of the administrative court cost assessed on each conviction (excluding City ordinances). The amounts realized from the collection of this fee must be used in accordance with Texas Law. Expenditures are limited to technological purchases that enhance the operation of the Municipal Court. For FY2004, collections are expected to be \$53,000 or \$5,000 more than the FY2003 adopted budget. Only \$35,000 of the proceeds is to be expended in FY2004. This appropriation is for the acquisition of computer software and computer equipment for the Municipal Court.

The fund balance, projected to be \$74,988 by September 30, 2004, is being accumulated for acquisitions in a future year.

Street Improvement Fund

Since 1998 a \$3.75 per month fee has been assessed against each solid waste account in the City. The proceeds of this fee, estimated to be \$1,075,085 in FY2004 are restricted to the maintenance, repair, reconstruction or extension of the existing street system in the City. The Water, Wastewater and Solid Waste Enterprise Funds contribute a combined \$713,000 to the Transportation Fund to augment the effort. Coupled with interest income, the proposed budget for FY2004 is \$1,788,085, which is \$7,718 less than the FY2003 budget. The decrease is due primarily to lower interest earnings.

As mentioned above, the proceeds are restricted to addressing deferred maintenance in the street system. For FY2004, all projected revenues are proposed to be expended on street projects. The Fund is not expected to have a carryover balance as the intent of the Council is that the funds would be spent in the year of receipt.

Drainage Fund

The Drainage Fee of \$1.75 per solid waste account per month was instituted the same year (1998) as the Transportation Fee. In FY2001 a \$1.00 per month surcharge was added to be address Federal storm water mandates. This surcharge expires September 30, 2004. Drainage fees collected may be used to improve drainage in the City through maintenance, extensions and improvements.

Fiscal year 2004 revenues are proposed to be \$778,378. 64% (\$495,360) of the revenues are expected to come from the regular fee and 36% (\$283,018) is expected to come from the surcharge.

All of the funds collected in FY2003 are expected to be expended on allowable projects. This fund, like the Transportation Fund is not expected to maintain a minimum fund balance.

Special Projects Fund

In 1996, the City settled an environmental pollution lawsuit with a local industry. Under the terms of the agreement, an annual payment of \$450,000 is made by the industry to the City each September 1 until 2005. The proceeds of this settlement are to be restricted to special construction projects. In recent years, funds have been expended to acquire land and pay planning costs for the Traditions Project discussed in TIRZ #10.

Coupled with interest income, the Special Projects Fund is expected to realize \$460,202 in FY2004. A transfer to the Debt Service Fund is planned to pay a portion of the principal and interest due on the 2000A Certificates of Obligation, which were used to finance infrastructure improvements in the TIRZ #10.

The Special Projects Fund is projected to have a fund balance of \$825,348 at September 30, 2004. This balance is reserved for future use.

Tax Increment Reinvestment Zone #8

Tax Increment Reinvestment Zone #8 (TIRZ #8) was created in December, 1998 by City Council Ordinance. It was created for the purpose of funding public improvements in a geographic area in East Bryan. The improvements are primarily street, water and other improvements intended to increase the attractiveness of the zone to investment by developers. The increased tax receipts resulting from the improvements in TIRZ #8 are used to service the debt issued in 1999 and 2001 that financed the infrastructure improvements. The receipts are also allocated to paying a note made by the City on behalf of a local corporation that located in the TIRZ.

The primary source of revenues in the TIRZ #8 Fund is the tax receipts realized from taxing the value of improvements since the TIRZ began. In FY2004, receipts from the City, Brazos County and the Bryan ISD are estimated to be \$737,115. This is an increase of \$59,856 (8.8%) from the adopted FY2003 budget and directly attributable to the development occurring within the TIRZ.

Expenditures for TIRZ #8 are proposed to be \$54,935 (8.3%) greater than FY2003. The proposed budget of \$715,185 is dedicated almost entirely toward the payment of principal and interest on the outstanding debt.

TIRZ #8 is projected to finish the year with an ending balance of \$119,642. There is no required minimum balance for this fund.

Tax Increment Reinvestment Zone #10 (TIRZ #10)

TIRZ #10 was created by City Council ordinance in March, 2000. This improvement zone is located on the south west edge of Bryan. The zone was created to develop the infrastructure for the "Traditions" project, which include a championship golf course, hotel/convention center complex, facilities for the Texas A & M golf team and upscale residential development. Tax receipts from the improvements within the TIRZ coupled with Hotel Taxes from the new hotel and proceeds from the sale of residential lots were included in the development plan as resources for servicing the debt issued in 2000.

As little development has occurred as of the beginning of the year, only \$315 in revenues other than \$50,000 interest income is expected to be realized in FY2004.

Expenditures for FY2004 are proposed to be \$3,268,763. This is an increase in spending of \$3,015,458 and is due to the obligation of the last of the debt proceeds from the 2000 Certificates of Obligation.

The fund balance of TIRZ #10 will be drawn down for expenditures by \$3,218,444. This is a planned and necessary draw, as the fund balance is made up of debt proceeds and must be entirely spent. The projected fund balance at September 30, 2004 is expected to be \$160,320.

City of Bryan, Texas
Community Development Fund
Summary of Revenues and Expenditures

	<u>FY 02</u> <u>Actual</u>	<u>FY03</u> <u>Adopted</u>	<u>FY 03</u> <u>Projected</u>	<u>FY 04</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>
<u>Revenues</u>					
Community Development Block Grant	\$1,082,955	\$1,080,000	\$1,076,860	\$1,161,140	\$ 81,140
HOME Grant	434,647	442,000	442,000	503,123	61,123
Texas Department Community Affairs	82,080	62,400	62,400	61,209	(1,191)
Other	102,025	-	63,696	-	-
Program Income	149,775	73,633	73,633	86,979	13,346
Interest Income	9,824	30,000	30,000	5,000	(25,000)
Total Revenues	<u>1,861,306</u>	<u>1,688,033</u>	<u>1,748,589</u>	<u>1,817,451</u>	<u>129,418</u>
<u>Expenditures</u>					
Administration	216,703	219,829	219,829	231,601	11,772
Housing	182,562	162,830	162,830	222,280	59,450
Public Services	279,532	162,000	162,000	173,700	11,700
Economic Development	221,586	27,462	27,462	50,000	22,538
Code Enforcement	48,645	48,146	48,146	48,139	(7)
Public Facilities	48,711	163,557	163,557	110,034	(53,523)
LaSalle Project	209,665	190,567	190,567	197,225	6,658
Revolving Loan Program	55,281	53,633	53,633	51,979	(1,654)
HOME Grant	458,583	454,596	454,596	513,123	58,527
Other Expenditures	99,709	214,918	214,918	219,370	4,452
Total Expenditures	<u>1,820,977</u>	<u>1,697,538</u>	<u>1,697,538</u>	<u>1,817,451</u>	<u>119,913</u>
Revenue over (under) expenditures	40,329	(9,505)	51,051	-	
Beginning Fund Balance	<u>(91,380)</u>	<u>(51,051)</u>	<u>(51,051)</u>	<u>-</u>	
Ending Fund Balance	<u>\$ (51,051)</u>	<u>\$ (60,556)</u>	<u>\$ -</u>	<u>\$ -</u>	

City of Bryan, Texas
Hotel/Motel Tax Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase (Decrease)</u>
<u>Revenues</u>					
Room Tax Receipts	\$ 218,616	\$ 225,000	\$ 220,000	\$ 224,400	\$ (600)
Interest Income	2,056	4,600	1,800	867	(\$3,733)
Contributions/Other	-	1,000	-	-	(\$1,000)
Total Revenues	<u>220,672</u>	<u>230,600</u>	<u>221,800</u>	<u>225,267</u>	<u>(5,333)</u>
<u>Expenditures</u>					
Convention and Visitors Bureau	100,000	67,000	100,000	105,000	38,000
Arts Council	41,638	33,600	58,600	57,800	24,200
Celebrations/Events	30,954	30,000	49,900	30,000	-
Visitors Center Operations		100,000		7,000	(93,000)
Visitors Center Furnishings				30,000	30,000
Special Celebrations	-	58,000			(58,000)
Total Expenditures	<u>172,592</u>	<u>288,600</u>	<u>208,500</u>	<u>229,800</u>	<u>(58,800)</u>
Revenue over (under) expenditures	48,080	(58,000)	13,300	(4,533)	
Beginning Fund Balance	<u>61,938</u>	<u>113,566</u>	<u>110,018</u>	<u>123,318</u>	
Ending Fund Balance	<u>\$ 110,018</u>	<u>\$ 55,566</u>	<u>\$ 123,318</u>	<u>\$ 118,785</u>	
Reserve Requirement	\$ 55,168	\$ 57,650	\$ 55,450	\$ 56,317	

City of Bryan, Texas
Oil & Gas Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Revenues</u>					
Royalties	\$ 326,476	\$ 250,000	\$ 338,577	\$ 200,000	\$ (50,000)
Interest	<u>232,258</u>		<u>5,082</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>558,734</u>	<u>250,000</u>	<u>343,659</u>	<u>200,000</u>	<u>(50,000)</u>
<u>Expenditures</u>					
Miscellaneous				30,000	30,000.00
Transfer to BTU	253,789	252,410	252,410	160,000	(92,410)
Transfer to Bryan Commerce and Development				15,000	15,000
Total Expenditures	<u>253,789</u>	<u>252,410</u>	<u>252,410</u>	<u>205,000</u>	<u>(47,410)</u>
Revenues over (under) expenditures	304,945	(2,410)	91,249	(5,000)	
Beginning Fund Balance	<u>(138,714)</u>	<u>2,451</u>	<u>166,231</u>	<u>257,480</u>	
Ending Fund Balance	<u>\$ 166,231</u>	<u>\$ 41</u>	<u>\$ 257,480</u>	<u>\$ 252,480</u>	

City of Bryan, Texas
Court Technology Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Revenues</u>					
Technology Fee	\$ 50,823	\$ 47,500	\$ 50,000	\$ 53,000	\$ 3,000
Interest Income	1,432	3,952	1,550	820	(730)
Total Revenue	<u>52,255</u>	<u>51,452</u>	<u>51,550</u>	<u>53,820</u>	<u>2,270</u>
<u>Expenditures</u>					
Supplies			44,200	11,000	11,000
Maintenance	1,104				-
Capital Outlay	<u>10,250</u>	<u>15,000</u>	<u>49,975</u>	<u>24,000</u>	<u>(25,975)</u>
Total Expenditures	<u>11,354</u>	<u>15,000</u>	<u>94,175</u>	<u>35,000</u>	<u>(14,975)</u>
Revenue over (under) expenditures	40,901	36,452	(42,625)	18,820	
Beginning Fund Balance	<u>57,892</u>	<u>98,793</u>	<u>98,793</u>	<u>56,168</u>	
Ending Fund Balance	<u>\$ 98,793</u>	<u>\$ 135,245</u>	<u>\$ 56,168</u>	<u>\$ 74,988</u>	
Reserve Requirement	\$ 1,400	\$ 1,849	\$ 11,611	\$ 4,315	

City of Bryan, Texas
Street Improvement Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Revenue</u>					
Fees	\$1,025,257	\$1,062,150	\$1,069,736	\$1,075,085	\$ 12,935
Transfers from Other Funds	713,000	713,000	713,000	713,000	-
Interest Income	(3,590)	20,653	22,800	-	(20,653)
Total Revenues	<u>1,734,667</u>	<u>1,795,803</u>	<u>1,805,536</u>	<u>1,788,085</u>	<u>(7,718)</u>
<u>Expenditures</u>					
Street Improvements	<u>1,920,984</u>	<u>2,312,118</u>	<u>2,691,369</u>	<u>1,788,085</u>	<u>(524,033)</u>
Total Expenditures	<u>1,920,984</u>	<u>2,312,118</u>	<u>2,691,369</u>	<u>1,788,085</u>	<u>(524,033)</u>
Revenue over (under) expenditures	(186,317)	(516,315)	(885,833)	-	
Beginning Fund Balance	<u>1,072,150</u>	<u>516,315</u>	<u>885,833</u>	<u>-</u>	
Ending Fund Balance	<u>\$ 885,833</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Note: Funding is subject to review during summer of 2004 when the fiscal year 2005 budget is prepared

City of Bryan, Texas
Drainage Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Revenues</u>					
Fees	\$ 479,380	\$ 492,900	\$ 492,900	\$ 495,360	\$ 2,460
Fees for federal mandate	273,925	281,610	281,610	283,018	1,408
Interest Income	11,747	40,000	28,000	-	(40,000)
Total Revenues	<u>765,052</u>	<u>814,510</u>	<u>802,510</u>	<u>778,378</u>	<u>(36,132)</u>
<u>Expenditures</u>					
Drainage Improvements	<u>859,849</u>	<u>814,510</u>	<u>2,101,234</u>	<u>778,378</u>	<u>(36,132)</u>
Total Expenditures	<u>859,849</u>	<u>814,510</u>	<u>2,101,234</u>	<u>778,378</u>	<u>(36,132)</u>
Revenue over (under) expenditures	(94,797)	-	(1,298,724)	-	-
Beginning Fund Balance	<u>1,393,521</u>	<u>-</u>	<u>1,298,724</u>	<u>-</u>	<u>-</u>
Ending Fund Balance	<u>\$ 1,298,724</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note: Fees for the federal mandate sunsets 9/30/04 unless reauthorized.

City of Bryan, Texas
Special Projects Fund
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase/ (Decrease)</u>
<u>Revenues</u>					
Elf Atochem Settlement	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ -
Interest Income	(13,364)	107	4,795	10,202	10,095
Total Revenues	<u>436,636</u>	<u>450,107</u>	<u>454,795</u>	<u>460,202</u>	<u>10,095</u>
<u>Expenditures</u>					
Transfers to other Funds	<u>341,311</u>	<u>-</u>	<u>-</u>	<u>330,473</u>	<u>330,473</u>
Total Expenditures	<u>341,311</u>	<u>-</u>	<u>-</u>	<u>330,473</u>	<u>330,473</u>
Revenue over (under) expenditures	95,325	450,107	454,795	129,729	
Beginning Fund Balance	<u>145,499</u>	<u>2,667</u>	<u>240,824</u>	<u>695,619</u>	
Ending Fund Balance	<u>\$ 240,824</u>	<u>\$ 452,774</u>	<u>\$ 695,619</u>	<u>\$ 825,348</u>	

City of Bryan, Texas
Tax Increment Reinvestment Zone Number Eight
Summary of Revenues and Expenditures

	FY 02 <u>Actual</u>	FY03 <u>Adopted</u>	FY 03 <u>Projected</u>	FY 04 <u>Adopted</u>	Increase <u>(Decrease)</u>
<u>Revenues</u>					
Property tax - BISD	\$ 170,227	\$ 214,528	\$ 214,528	\$ 234,513	\$ 19,985
Property tax - County	137,127	174,196	174,196	184,642	10,446
Property tax - City	226,417	288,535	288,535	317,960	29,425
Other	293,900				
Interest Income	663	-	5,000	1,444	1,444
Total Revenues	<u>828,334</u>	<u>677,259</u>	<u>682,259</u>	<u>738,559</u>	<u>61,300</u>
<u>Expenditures</u>					
Contractual Services	16,033	10,000	16,355	16,000	6,000
Capital Outlay	71,503				
Decision One Debt Service	275,358	345,358	395,358	395,358	50,000
Certificates of Obligation Debt Service	303,181	304,892	304,892	303,827	(1,065)
Total Expenditures	<u>666,075</u>	<u>660,250</u>	<u>716,605</u>	<u>715,185</u>	<u>54,935</u>
Revenue over (under) expenditures	162,259	17,009	(34,346)	23,374	
Beginning Fund Balance	<u>(31,645)</u>	<u>(10,680)</u>	<u>130,614</u>	<u>96,268</u>	
Ending Fund Balance	<u>\$ 130,614</u>	<u>\$ 6,329</u>	<u>\$ 96,268</u>	<u>\$ 119,642</u>	

City of Bryan, Texas
Tax Increment Reinvestment Zone Number Ten
Summary of Revenues and Expenditures

	<u>FY 02 Actual</u>	<u>FY 03 Adopted</u>	<u>FY 03 Projected</u>	<u>FY 04 Adopted</u>	<u>Increase (Decrease)</u>
<u>Revenues</u>					
Property tax - City				\$ 104	\$ 104
Property tax - County				215	215
Interest Income	<u>\$ (117,465)</u>	<u>\$ 53,305</u>	<u>\$ 110,000</u>	<u>50,000</u>	<u>(3,305)</u>
Total Revenues	<u>(117,465)</u>	<u>53,305</u>	<u>110,000</u>	<u>50,319</u>	<u>(2,986)</u>
<u>Expenditures</u>					
Public & Street Improvements	2,656,109	200,000	4,348,721	3,268,763	3,068,763
Rough grading and drainage	930,099	-	-	-	-
Transfer to B&I - P&I 2000 CO's/Debt Service	1,645,950	53,305		-	(53,305)
Transfer to General Fund	<u>1,194,050</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>6,426,208</u>	<u>253,305</u>	<u>4,348,721</u>	<u>3,268,763</u>	<u>3,015,458</u>
Revenue over (under) expenditures	(6,543,673)	(200,000)	(4,238,721)	(3,218,444)	
Beginning Fund Balance	<u>14,161,158</u>	<u>1,332,618</u>	<u>7,617,485</u>	<u>3,378,764</u>	
Ending Fund Balance	<u>\$ 7,617,485</u>	<u>\$ 1,132,618</u>	<u>\$ 3,378,764</u>	<u>\$ 160,320</u>	

Fund	Department/Division		
Community Development - 204	Comm & Support Svcs/Planning - 1200		
Division Mission Statement:			
It is the mission of the Community Development Department of the City of Bryan to receive, allocate, and administer Community Development Block (CDBG) Grant and Home Investment Partnership Grant (HOME) funding in accordance with guidelines published by the U.S. Department of Housing and Urban Development for the benefit of the citizens of the City of Bryan; to eliminate slum and blight; and for the general betterment of the community.			
Fiscal Year 2003 Accomplishments:			
Provided technical assistance as required by the U.S. Department of Housing and Urban Development to organizations providing public services, housing and economic development to low to moderate income citizens by serving on several committees such as United Way's Information and Referral, Project Unity's Partnership Board, United Way's Nonprofit Advisory Board, Joint Relief Funding Review Committee, Community Development Advisory Committee, Loan Committee, Brazos Valley Homeless Coalition, etc.			
Provided homebuyers counseling for first time home buyers through seminars and one on one counseling.			
Worked with non-profits to rehabilitate public facilities.			
Worked with businesses to assist with economic development loans.			
Provided homeowner's housing rehabilitation for emergency repairs, rehabilitation and reconstruction housing projects.			
Provided funds for code enforcement to improve quality of life in neighborhoods by enforcing code compliance and organizing neighborhood volunteer cleanup projects.			
Fiscal Year 2004 Critical Result Indicators:			
Supply of decent, safe, and affordable housing.			
Reduce the isolation of income groups by decentralizing housing opportunities and expand home ownership.			
Address needs of homeless through housing and supportive services by providing access to eligible programs.			
Address special needs populations through housing and supportive services by providing access to eligible services.			
Increase access to public services and public facilities as defined by HUD.			
Increase economic development by providing loan programs or access to services for low to moderate income individuals.			
Increase economic development by providing eligible loan programs to eliminate slum/blight.			
Fiscal Year 2004 Goals/Objectives:			
Provide homebuyers counseling and down payment assistance to a minimum of 15 eligible citizens.			
Provide technical assistance to 1 developer for rental property and homeowner property.			
Provide salaries and benefits to one code enforcement officer to remove code violations in 5 owner occupied homes, coordinate 1 neighborhood cleanup.			
Provide funding & technical assistance to a minimum of 5 public service agencies to increase access to services.			
Provide funding to a minimum of 2 public facilities to increase access to services.			
Provide funding to a minimum of 15 homeowners to improve housing stock.			
Provide technical assistance to a minimum of 5 business owners to increase economic development.			
Provide funding and/or technical assistance to special needs populations, including homeless for housing and supportive services of two agencies.			
Performance and Activity Measures:			
	Fiscal Year 2002 Actual	Fiscal Year 2003 Projected	Fiscal Year 2004 Proposed
# of households provided rehabilitation	36	20	19
# of households provided reconstruction	0	0	1
# of developers provided technical assistance	3	3	2
# of citizens provided homebuyers assistance	27	15	15
# of non-profits assisted in obtaining CHDO status	1	1	1
# of nonprofits provided technical assistance for housing and supportive services.	9	9	9
# of PHA residents receiving technical assistance	200	250	250
# of individuals served through supportive services by non-profits who were provided technical assistance.	5736	5500	5500
# of projects completed by code enforcement officer	220	10	15
# of youth facilities provided technical assistance or funding.	6	4	3
# of reviews of Section 108 Health Care Facilities.	4	4	4
# of organizations receiving technical assistance for funding.	6	4	4
# of public facilities rehabilitated.	4	4	4
# of agencies receiving funding or technical assistance.	15	13	15
# of agencies funded that provided services to at risk youth.	6	3	3
# of public services receiving consideration for funding.	23	20	20
# of job opportunities created for L/M individuals.	4	3	3
# of non-profits provided technical assistance that provides E.D. counseling to start own business.	3	2	2

Fund		Department/Division				
Community Development - 204		Comm & Support Svcs/Planning - 1200				
Financial Resources:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Fiscal Year 2003 Projected	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from FY03 Adopted
Salaries and Benefits	\$ 362,563	\$ 375,188	\$ 375,188	\$ 12,625	\$ 402,511	\$ 27,323
Supplies	11,604	6,444	6,444	(5,160)	9,200	2,756
Maintenance	131	3,500	3,500	3,369	1,335	(2,165)
Other Service Charges	1,029,444	1,068,206	1,068,206	38,762	1,155,201	86,995
Debt Service	414,987	244,200	244,200	-	249,204	-
Capital Outlay	2,248	-	-	(2,248)	-	-
Total Expenses	<u>\$ 1,820,977</u>	<u>\$ 1,697,538</u>	<u>\$ 1,697,538</u>	<u>\$ 47,348</u>	<u>\$ 1,817,451</u>	<u>\$ 114,909</u>
Staffing:						
	Fiscal Year 2002 Actual	Fiscal Year 2003 Adopted	Increase Decrease from Prior Year	Fiscal Year 2004 Adopted	Increase Decrease from Prior Year	
Division Manager	1	1	0	1	0	
Programs Administrator	1	1	0	1	0	
Program Analyst	1	1	0	1	0	
Code Enforcement Officer	1	1	0	1	0	
Construction/Project Specialist	1	1	0	1	0	
Housing Rehab Specialist	1	1	0	1	0	
Division Assistant	1	1	0	1	0	
Housing Coordinator	0	0	0	0.4	0.4	
Total Staffing	<u>7</u>	<u>7</u>	<u>0</u>	<u>7.4</u>	<u>0.4</u>	



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DEBT SERVICE FUND OVERVIEW

Fund Description

The Debt Service Fund, also known as the Interest and Sinking Fund, is established by ordinance. This fund provides for the payment of principal and interest on general obligation debt.

Fund Narrative

In the Debt Service Fund an ad valorem (property) tax rate and tax levy are required to be computed and levied which will be sufficient to produce the money to satisfy annual debt service requirements.

Tax supported debt of the City is rated as to quality by Moody's Investor Service and Standard and Poor's. These ratings are measures of the ability of the City to pay the principal and interest on debt. Moody's has rated the City's debt AA3 and Standard and Poor's has conferred the AA- rating. Both ratings carry a "stable" outlook. City debt with bond insurance purchased as a further guarantee of payment receives the highest bond rating of AAA from Moody's and Standard and Poor's.

Fiscal Year 2003

Debt service requirements for Fiscal Year 2003 total \$6,337,510 and were funded by property tax collections, interest income, and a budgeted drawdown of the fund balance in the amount of \$1,307,392.

The fund balance at September 30, 2003 is projected to be \$620,301. This fund balance is \$92,175 more than the City's current debt policy of reserve equal to one-twelfth of the debt requirements for the fiscal year.

Fiscal Year 2004

Debt service requirements and other obligations for Fiscal Year 2004 are \$6,776,381. The primary reason for this increase from FY2003 is the interest to be paid on the 2003 Certificates of Obligation to be issued in August, 2003. Property tax collections of \$4,330,454 will support 63.9% of the funding required. Other sources, such as interest income and payments in lieu of taxes, will total \$2,340,315 (34.5%). The balance of the debt service and other requirements will be funded with an appropriation of fund balance.

The drawdown of the fund balance, projected to be \$105,612 will leave the Debt Service Fund with a fund balance of \$514,689. This fund balance is \$50,009 beneath the target fund balance of \$564,698. The deficiency will be addressed in the FY05 budget.

City of Bryan, Texas
Debt Service Fund
Summary of Revenues and Expenses

	FY 02 <u>Actual</u>	FY 03 <u>Adopted</u>	FY 03 <u>Projected</u>	FY 04 <u>Adopted</u>	Increase/ <u>(Decrease)</u>
<u>Revenues</u>					
Property Tax	\$ 4,146,975	\$ 4,102,178	\$ 3,992,729	\$ 4,330,454	\$ 228,276
Delinquent Property Tax	96,786	70,000	96,350	100,000	30,000
Interest Income	246,294	90,893	49,387	26,000	(64,893)
Other (including PILOT)	4,335	562,162	589,270	580,015	17,853
Reimbursement - TIRZ #8	302,746	304,311	302,382	303,827	(484)
Reimb. - TIRZ #10, General	2,274,648	-	-	1,330,473	1,330,473
Refunding C.O.'s	3,073,419	-	-	-	-
Total Revenues	<u>\$ 10,145,203</u>	<u>\$ 5,129,544</u>	<u>\$ 5,030,118</u>	<u>\$ 6,670,769</u>	<u>\$ 1,541,225</u>
<u>Expenditures</u>					
Principal	4,978,517	2,898,232	2,898,232	2,981,822	83,590
Interest	2,443,114	3,435,278	3,435,278	3,290,559	(144,719)
Estimated Interest on 2003 C.O.'s				500,000	500,000
Other	3,055,093	4,000	4,000	4,000	-
Total Expenditures	<u>\$ 10,476,724</u>	<u>\$ 6,337,510</u>	<u>\$ 6,337,510</u>	<u>\$ 6,776,381</u>	<u>\$ 438,871</u>
Expenditures over revenues	(331,521)	(1,207,966)	(1,307,392)	(105,612)	
Beginning Fund Balance	<u>2,259,214</u>	<u>1,675,958</u>	<u>1,927,693</u>	<u>620,301</u>	
Unreserved Fund Balance	<u>\$ 1,927,693</u>	<u>\$ 467,992</u>	<u>\$ 620,301</u>	<u>\$ 514,689</u>	
Reserve Requirement :					
(1/12 of debt service requirements)	\$ 873,060	\$ 528,126	\$ 528,126	\$ 564,698	

City of Bryan, Texas

Debt Service Fund

Debt Service Requirements

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Adopted</u>	<u>FY 03</u> <u>Projected</u>	<u>FY 04</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>
<u>Principal</u>					
1985 Refunding		\$ 233,799	\$ 233,799	\$ 202,545	
1992 Refunding	\$ 1,486,717				
1993 Improvements	412,092				
1997 A Tax Notes	335,000				
1997 Certificates of Obligation	125,000	135,000	135,000	140,000	
1997 General Obligation	30,000	35,000	35,000	35,000	
1998 Certificates of Obligation	320,000	335,000	335,000	355,000	
1999 Certificates of Obligation	35,000	35,000	35,000	40,000	
1999 Certificates of Obligation	70,000	75,000	75,000	80,000	
2000 Certificates of Obligation	-	405,000	405,000	420,000	
2000 Certificates of Obligation	1,435,000	490,000	490,000	520,000	
2001 Certificates of Obligation	14,531	43,594	43,594	48,438	
2001 Certificates of Obligation	640,000	505,000	505,000	535,000	
2001 G.O. Refunding Bonds	75,177	605,839	605,839	605,839	
2003 Certificates of Obligation					
Total Principal	<u>\$ 4,978,517</u>	<u>\$ 2,898,232</u>	<u>\$ 2,898,232</u>	<u>\$ 2,981,822</u>	<u>\$ 83,590</u>
<u>Interest:</u>					
1985 Refunding		\$ 925,225	\$ 925,225.00	\$ 917,726	
1992 Refunding	\$ 42,000				
1993 Improvements	9,787				
1997 A Tax Notes	7,873				
1997 Certificates of Obligation	159,923	151,616	151,616	142,020	
1997 General Obligation	40,688	38,875	38,875	37,125	
1998 Certificates of Obligation	137,009	124,049	124,049	110,481	
1999 Certificates of Obligation	70,995	68,545	68,545	66,095	
1999 Certificates of Obligation	140,968	136,243	136,243	131,180	
2000 Certificates of Obligation	928,698	928,698	928,698	910,473	
2000 Certificates of Obligation	205,723	126,798	126,798	99,848	
2001 Certificates of Obligation	108,358	80,941	80,941	75,478	
2001 Certificates of Obligation	519,072	756,775	756,775	726,475	
2001 G.O. Refunding Bonds	72,023	97,513	87,513	73,658	
2003 Certificates of Obligation				500,000	
Total Interest	<u>\$ 2,443,117</u>	<u>\$ 3,435,278</u>	<u>\$ 3,425,278</u>	<u>\$ 3,790,559</u>	<u>\$ 355,281</u>

City of Bryan, Texas
Debt Service Fund
Schedule of Outstanding Debt

<u>General Obligation Bonds</u>	<u>Amount of Issue</u>	<u>Amount Outstanding at 10/01/03</u>
1985 Refunding	\$ 19,693,622	\$ 309,672
2001 Refunding	3,475,000	2,392,403
1997 (Parks)	900,000	760,000
 <u>Certificates of Obligation</u>		
1997 (Fire Station)	3,250,000	2,655,000
1998 (Parks, LaSalle, Streets, CJC, & Airport)	4,050,000	2,525,000
1999 (TIRZ #8)	2,450,000	2,235,000
1999 (Parks/Streets)	1,200,000	1,095,000
2000 (MSC Improvements and Equipment)	3,900,000	1,920,000
2000A (Traditions)	17,000,000	16,595,000
2001 (Justice Center and Airport)	1,600,000	1,491,875
2001A (Streets, Parks, and TIRZ 8)	15,940,000	14,795,000
2003 (Streets, Parks, Justice Center, HVAC Systems)	<u>10,000,000</u>	<u>10,000,000</u>
TOTAL	<u><u>\$ 83,458,622</u></u>	<u><u>\$56,773,950</u></u>

Note: The issue amounts presented above are the portion of the debt secured directly by property taxes.

CAPITAL IMPROVEMENT PROGRAM

Overview

The total of capital projects planned in the Capital Improvement Program (CIP) for the City of Bryan is \$42,210,753 for the 2004 fiscal year, a decrease of \$907 thousand. This year's program continues to focus upon the City's aging infrastructure, parks improvements and public safety communications. The CIP budget is divided into two major capital programs including a \$15.8 million general purpose capital program and \$26.4 million for enterprise capital projects. A summary of the capital projects appears below.

	Fiscal Year 2003	Fiscal Year 2004
General Purpose		
Public Works Street/Drainage Improvements	\$ 9,862,970	\$ 10,547,920
Park Improvements	197,656	1,769,138
Facility Improvements	120,857	1,501,867
Information Technology	173,951	35,000
Radio Communications System	3,921,313	358,687
Police and Fire Records Management System and Computer Aided Dispatch (RMS/CAD)		1,180,710
Other	541,727	450,307
Enterprise Funds		
Water Fund	7,390,523	9,546,911
Wastewater	7,888,374	3,520,373
Solid Waste	110,000	449,000
Airport	130,750	
BTU - City	11,095,859	11,055,840
BTU - Rural	1,684,000	1,795,000
	<u>\$ 43,117,980</u>	<u>\$ 42,210,753</u>

Funding for the capital projects planned for FY2004 is composed of \$12.3 million of Certificates of Obligation, \$13.1 million of Waterworks and Wastewater System Revenue Bonds, \$12.8 million of operating revenues from BTU and the remaining \$4.0 million from the operating revenues of the General Fund and other operating funds. The capital projects funded from debt proceeds are not adopted as part of the annual budget process. These projects are selected and the budgets established in the bond issuance process. Those projects not funded from debt proceeds are approved as a part of the annual budget process. The funding sources appear in the subsequent table.

Funding Sources of the Capital Projects

	<u>Fiscal Year 2003</u>	<u>Fiscal Year 2004</u>	<u>Percent of Total</u>
Operations			
General Fund	\$ 347,132	\$ 868,390	2.06%
Enterprise Funds			
Water Fund	106,500	6,500	0.02%
Wastewater	130,000		
Solid Waste	110,000	449,000	1.06%
Airport	130,750		
BTU - City	11,095,859	11,055,840	26.19%
BTU - Rural	1,684,000	1,795,000	4.25%
Special Revenue			
Court Technology	15,000	24,000	0.06%
Street Improvement	2,312,118	1,788,085	4.24%
Drainage	814,510	778,378	1.84%
Debt Proceeds			
2000A Certificates of Obligation	3,030,440	3,268,763	7.74%
2000B Certificates of Obligation		506,000	1.20%
2001 Certificates of Obligation	69,717	204,437	0.48%
2001A Certificates of Obligations	7,264,819	5,170,313	12.25%
2003 Certificates of Obligation	964,738	3,235,263	7.66%
1998 Water Bonds	1,829,720		0.00%
1998 Wastewater Bonds	20,300		0.00%
2001 Wastewater Bonds	7,738,074	3,520,373	8.34%
2001 Water Bonds	5,454,303	9,540,411	22.60%
	<u>\$ 43,117,980</u>	<u>\$ 42,210,753</u>	<u>100.0%</u>

Operational Impact of the Capital Improvements Program

The City of Bryan prepares a separate capital budget from the operating budget, but the two budgets are closely linked. The Capital Improvement Program (CIP) is a multi-year financial plan for the acquisition, expansion or rehabilitation of infrastructure, capital assets or productive capacity of city services. The CIP Budget consists of the capital projects that will be accomplished during FY2004. Capital projects typically apply to (1) expenditures which take place over two or more years requiring continuing appropriations beyond a single year; (2) funding with debt because of significant costs to be shared by current and future beneficiaries; and (3) scheduled replacement or maintenance of specific elements of physical assets.

Revenues for the CIP derive primarily from the proceeds of debt (Certificates of Obligation, General Obligation Bonds, Revenue Bonds) grants and current revenues. The CIP Budget, unlike the Operating Budget, is a five-year plan that is updated annually. The subsequent schedule details the capital outlay in the approved operations budget.

**Summary of the Capital Outlays Approved in the Operating Budget
Fiscal Year 2004**

	<u>Amount</u>
<u>General Purpose</u>	
General Fund	
Computer Equipment	\$ 35,000
Police Vehicles (5)	170,000
Police Motorcycles (2)	37,960
Library Books	113,000
Parks Improvements	100,000
Convention and Visitors Bureau Office	412,430
Court Technology Computer Equipment	24,000
Street Improvement	1,788,085
Drainage Improvements	778,378
	<u>3,458,853</u>
<u>Enterprise Funds</u>	
Water Fund	
Computer Equipment	6,500
Solid Waste	
Grapple Trucks (2)	164,000
Rear Loader	64,000
Pickup trucks	126,000
Service Life Extension Program	30,000
Cannisters and Dumpsters	65,000
BTU - City	
System Improvements	11,055,840
BTU - Rural	<u>1,795,000</u>
 Total FY04 Operations Capital Outlay	 <u><u>\$ 16,765,193</u></u>

This year the estimated impact of the CIP on the Operating Budget is approximately \$6.7 million in general debt service costs incurred from long term financing of capital projects approved in 2003 and prior years. The tax rate designated for debt service is set at \$0.1968 per \$100 or 30.9% of the total tax rate of \$0.6364 per \$100 of assessed value. This is an increase of \$0.002 over the FY2002 debt service tax rate of \$0.1948. In outlying years, it is planned that the debt service portion of the rate will remain at the current level.

The debt service for the Water Fund and the Wastewater Fund, a combined \$5.7 million, is little changed from the amounts paid in FY2003. Debt planned for issuance in FY2003 was delayed when the rates adopted for FY2003 proved insufficient for servicing the proposed debt and maintaining the minimum debt coverage ratio of 1.25 times annual debt. A planned 10% increase in Water rates for FY2004 is expected to provide the coverage to service additional waterworks and wastewater system debt.

General Fund operational budgets impacted from capital projects are the Parks, Facilities, Transportation, Municipal Court, and Police Departments. Utilities and maintenance expenditures are expected to increase in the Parks Department due to the expansion of the Parks system. The Austin's Colony Park and the Neal Recreation Park are new additions to the system. Redevelopment of the Villa West, Washington, San Jacinto, Bonham, Henderson, Sue Haswell, Tanglewood, Bryan Recreation and Athletic Center (BRAC) park facilities have further increased the demand for staff to maintain the facilities and coordinate the activities.

The Facilities Department will benefit indirectly from the addressing of the HVAC problems at the Municipal Building and the Bryan Public Library. These improvements will have little direct economic benefit in the FY2004 Facilities budget. However, the maintenance staff will be able to concentrate their efforts on other priority services. The budgets of the Library and the Executive Departments will see decreases in utility costs with the replacement of the Library (34 years old) and the Municipal Office Building (19 years old) systems.

The improvements to streets, drainage and signalization from the CIP allow the Transportation Department to devote the allocated resources to streets that have been neglected in favor of higher priority projects. Until the economy recovers and more operational resources increase, the improvements funded through the Street Improvement Fund, Drainage Fund, and the Certificates of Obligation are essential.

The City leases space in a shopping center for the Municipal Court. The lease rates have been increasing annually and now exceed \$144,000 per year. It has been determined that the City can build and equip a facility for the Court for approximately the annual cost of leasing the current office space. The future savings expected from this project will be from avoided increases in the lease. That increase is \$12,000 in FY2004 and was \$6,000 in FY2003.

The Police Department will benefit from the acquisition of another 5 sedans and 2 motorcycles in FY2004. Savings in operational expenditures in the fiscal year 2003 budget allowed for the purchase of 5 sedans in FY2003. Two motorcycles were purchased in FY2003 with grant funds. Studies conducted by the Facilities and Fleet Department indicated that the optimum replacement plan for police sedans was to buy 16 automobiles every 3 years. This acquisition, budgeted for \$170,000 in FY2004, will keep the delicate balance between the replacement of vehicles and the cost of ongoing maintenance.

The majority of the capital projects in the Water Fund and the Wastewater Fund are system maintenance and repair or new service extensions and do not have a known impact on operational costs. These repairs and improvements allow for the use of operational resources toward other high priority system requirements. One notable exception is the planned expenditure of \$495,000 for system improvements that address inflow/infiltration problems. These repairs should reduce the flows to the treatment plants, which should reduce the overall cost of treating sewage.

Improvements planned over the 5 year period of this CIP will have an effect on both water and wastewater rates. The schedule below details the expected rate increases required to service the debt issued to finance the planned projects.

**Capital Improvements Program
Water and Wastewater Rate Analysis**

Bond Year	Water Funding Needs		Wastewater Funding Needs		Fiscal Year Impact	Percent of Rate Increase	
						Water	Wastewater
2004	\$	4,600,000	\$	4,000,000	2005	6%	5%
2005		5,000,000		4,000,000	2006	6%	5%
2006		6,000,000		11,000,000	2007	6%	5%
2007		4,500,000		3,500,000	2008	6%	5%
2008		7,000,000		5,000,000	2009	6%	5%
	\$	27,100,000	\$	27,500,000		33.9%	27.7%

Descriptions of 2004 General Purpose Capital Projects

Street and drainage improvements comprise the majority of general purpose improvements in the 2004 CIP. The development process of Beck Street continues and the funding for much of the project is secured through the 2003 Certificates of Obligation. The Beck Street development, expected to cost \$6.6 million in total, will enhance the development of the West side by providing a needed traffic artery from downtown through the west side of Bryan to the industrial district.

Another major development on the southwest side of Bryan is the Traditions Project. This project includes street, utility and infrastructure improvements and has been ongoing since 2000. \$3.2 million of infrastructure improvements are projected to be completed in FY2004. The source of these funds is the last of the 2000A Certificates of Obligation.

The Tejas beautification project is an important economic redevelopment project. The former Manor East Mall is being redeveloped into a strip shopping center through the renovation of portions of the building and the demolition of the old Montgomery Ward building. Its location, at the intersection of Villa Maria and Texas Avenue is one of the most heavily traveled intersections in Brazos County. New to the Tejas Center will be an HEB Grocery Store and a Starbucks.

Already underway and expected to be completed in FY2004 is the overlay of South College. This street is a direct thoroughfare from downtown to the Texas A & M campus. The deterioration of this road over the years reached a point where it began to detract from efficient traffic flow. The overlay will give the City needed time to plan and execute an orderly reconstruction of South College in the future.

The expansion of Henderson Park is the City's opportunity to provide superior recreational opportunities on the west side. The park will be enhanced by the addition of ball fields, hike/bike trails, swimming pool, restrooms and other cultural and recreational attractions.

Funds from the Street Improvement Fund and the Drainage Fund are dedicated to the remediation of deferred street maintenance and drainage issues. Nearly \$1.8 million in street reconstructions, extensions and major repairs are proposed to be accomplished City-wide. Drainage funds totaling nearly \$800,000 are being planned for drainage improvements and for the drainage master plan for the City.

**Summary
General Purpose Capital Projects
Fiscal Year 2004**

<u>Project Description</u>	<u>Planned</u>	<u>Funding</u>	
		<u>Grant/ General</u>	<u>City Debt</u>
Street Improvements			
Beck Street Construction	\$ 1,100,000		\$ 1,100,000
South College Street Overlay	13,129		13,129
South College Rehabilitation	2,143,455		2,143,455
Martin Luther King Drive Overlay	325,000		325,000
Downtown Infrastructure	518,976		518,976
Traditions Project	3,268,763		3,268,763
Street Improvement Projects	1,788,085	1,788,085	
Drainage, Street & Signalization			
Tejas Center	612,134		612,134
Drainage Projects	778,378	778,378	
Park Improvements			
Henderson Park Expansion	1,669,138		1,669,138
Parkland Dedication	100,000	100,000	
Facilities			
Municipal Office Building HVAC	300,000		300,000
Municipal Court Design	489,437		489,437
Bryan Public Library HVAC	300,000		300,000
Convention and Visitors Bureau	412,430	412,430	
Radio Communications System	358,687		358,687
Police/Fire Records Mgmt Sys and CAD	1,180,710		1,180,710
Other	485,307	379,960	105,347
Total General Purpose Projects	<u>\$ 15,843,629</u>	<u>\$ 3,458,853</u>	<u>\$ 12,384,776</u>

Descriptions of 2004 Enterprise Capital Projects

Water line replacement is an ongoing project that remains necessary because, as the system continues to age, more lines are determined to be in need of replacement. In addition, there are numerous old lines that are smaller than the City's minimum residential requirement of 6". In order to address the increasing number of lines in need of replacement, as well as the increasing cost of line replacement, funding for line replacement for FY2004 is \$2,377,078. Part of this amount will be spent in Downtown and on South College and the balance across the City

Replacement of transmission lines from the wellfields to the City is a critical project for FY2004. The newer of the two well transmission lines is now 30 years old. Of the \$6.5 million dedicated to transmission lines, \$4.4 million is earmarked for replacing a portion of the 48" transmission line. The remaining \$2.1 million is planned for transmission lines within the City. These transmission lines are intended to improve water pressure on both the eastside and the westside.

Planning for the future, the City has dedicated \$683,579 for water well and water production improvements. Land is being acquired for additional wells and existing wells are being rehabilitated and upgraded.

Sewer line replacement is also a priority project in FY2004. The projects planned address two specific problems. Many lines in Bryan are old, undersized and brittle. These lines also contribute to growing inflow and infiltration problems. Funds allocated to these projects total \$3,264,779.

Another \$255,594 is earmarked for treatment plant and system improvements. The installation of a SCADA system for measuring and coordinating the lift stations in Bryan will receive \$155 thousand of the total.

The Solid Waste Fund relies upon a large fleet of vehicles to collect and dispose of brush and waste. The staff has determined that approximately \$2.4 million will have to be invested in equipment replacement over the next five years to keep the fleet current. The amount to be spent in FY2004 is \$449,000 and will finance the purchase of grapple trucks (2), a rear loader, pickup trucks (7) and other equipment.

BTU plans system improvements throughout the City and Rural Systems. The system improvements center around system extensions, upgrades to the downtown infrastructure, and the planned replacement of transformers and poles.

**Summary
Enterprise Fund Capital Projects
Fiscal Year 2004**

<u>Project Description</u>	<u>Water</u>	<u>Wastewater</u>	<u>Solid Waste</u>	<u>BTU City</u>	<u>BTU Rural</u>	<u>Total</u>
Water Line Replacement	\$ 2,377,078					\$ 2,377,078
48" Water Line	4,383,063					4,383,063
Eastside Transmission	1,568,175					1,568,175
Westside Transmission	342,812					342,812
Water Well Land	327,086					327,086
Water Well Rehabilitation	356,493					356,493
Wastewater Line Replacement		\$ 2,769,222				2,769,222
Inflow & Infiltration		495,557				495,557
Lift Station SCADA		155,827				155,827
WWTP Improvements		99,767				99,767
Solid Waste Equipment			\$ 449,000			449,000
BTU - City				\$ 11,055,840		11,055,840
BTU - Rural					\$ 1,795,000	1,795,000
Other	192,204					192,204
	<u>\$ 9,546,911</u>	<u>\$ 3,520,373</u>	<u>\$ 449,000</u>	<u>\$ 11,055,840</u>	<u>\$ 1,795,000</u>	<u>\$ 26,367,124</u>

Summary
Capital Projects Planned for Fiscal Years 2004-2008

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>Total</u>
General Purpose						
Streets/Drainage Improvements	\$ 10,547,920	\$ 2,200,000	\$ 7,015,000	\$ 4,500,000	\$ 5,185,000	\$ 29,447,920
Park Improvements	1,769,138	300,000				2,069,138
Justice Center		12,050,000	2,000,000			
Fire Station 5			500,000	2,500,000		
Other Facility Improvements	1,501,867					1,501,867
Police/Fire RMS and CAD	1,180,710					
Radio Communications Imp.	358,687					358,687
Other	485,307		920,000	60,000		1,465,307
Enterprise Funds						
Water Fund	9,546,911	4,600,000	5,000,000	6,000,000	4,500,000	29,646,911
Wastewater	3,520,373	4,000,000	4,000,000	11,000,000	3,500,000	26,020,373
Solid Waste	449,000	487,550	429,052	454,613	536,059	2,356,274
BTU - City	11,055,840	9,764,008	9,028,366	9,779,019	9,028,467	48,655,700
BTU - Rural	1,795,000	1,911,535	2,043,270	2,188,903	2,350,259	10,288,967
Total Capital Improvements	<u>\$ 42,210,753</u>	<u>\$ 35,313,093</u>	<u>\$ 30,935,688</u>	<u>\$ 36,482,535</u>	<u>\$ 25,099,785</u>	<u>\$ 151,811,144</u>



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GLOSSARY

The Annual Budget contains specialized and/or technical terminology, along with acronyms, that are unique to public finance and budgeting. To assist the reader in understanding the Annual Budget document, a glossary of terms is provided.

Account Classification: A basis for distinguishing types of expenditures. The five major classifications used by the City of Bryan are: personal services (10's), supplies/materials (20's), maintenance (30's), outside services (40's), other (50's), and capital outlay (60's).

Ad Valorem Tax: Also referred to as property tax, this is the charge levied on all real personal, and mixed property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Annual Budget: The total budget as approved by the City Council, as revised.

Appropriation: A legal authorization made by the City Council which permits City officials to incur obligations against and to make expenditures of governmental resources.

Appropriation Ordinance: An official document adopted by the City Council establishing legal authority to obligate and expend resources.

Assessed Property Valuation: A value established by the Brazos County Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.

Balanced Budget: A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus resources on hand at the beginning of the fiscal year.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.

Budget: A financial plan for a specified period of time (fiscal year) that matches planned revenues with appropriations. The "preliminary" budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The "approved" budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year. The budget process in every Texas city must comply with the requirements of the Texas Local Government Code. See description of Budget Compliance in the Financial Policies section of this document.

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Budget Contingency Plan: Details various courses of action that may be undertaken when varying levels of revenue shortfalls are anticipated.

Budget Document: The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

Budget Highlights: Significant changes in expenditures or programs within a fund, department or division.

Budget Message: The opening section of the budget provides the City Council and the public with a general summary of the most important aspects of the budget. The message explains principal budget issues against the background of financial experience in recent years, and represents the assumptions and policies upon which the City's budget is based. Also known as the "Transmittal Letter".

Budget Summary: Provides a listing of revenues, expenditures, and available resources for all funds.

Budgetary Control: The control or management of a governmental or enterprise fund in accordance with approved budget to keep expenditures within the limitations of available appropriations and revenues.

Capital Outlay: Expenditures for equipment, vehicles, or machinery, and other improvements that result in the acquisition of assets with an estimated useful life of more than one year, a unit cost of \$5,000 or more, and capable of being identified as an individual unit of property.

Certified Property Values: To be in compliance with the Property Tax Code, the chief appraiser certifies the approved appraisal roll to each taxing unit on or before July 25.

Crack Seal: An intermediate street maintenance repair technique.

Debt Service Fund: A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes: Real or personal property taxes that remain unpaid on and after February 1st of each year, and upon which penalties and interest are assessed.

Department: A major administrative segment responsible for management of operating Divisions that provides services within a functional area.

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Disposition Rate: Rate that court cases are finalized and closed within a 12-month period.

Division: A basic organizational unit that is functionally unique and provides service under the administrative direction of a Department.

Economic Diversification: Having more than one financial or monetary factor, industry or sector contributing to the production, development and consumption of commodities within a specific region.

Effective Tax Rate: The prior year's taxes divided by the current year's taxable values of properties that were on the tax roll in both years. Excludes taxes on properties no longer in the taxing unit and the current taxable value of new properties.

Encumbrances: Commitments for the expenditure of monies.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business. The rate schedules are established to insure that revenues are adequate to meet all necessary expenditures. The Water, Sewer, Solid Waste, Airport and BTU funds are enterprise funds in the City of Bryan.

Estimated Revenue: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Expenditure: Resources spent by governmental funds in accordance with budgeted appropriations on assets or goods and services obtained.

Expense: Resources spent by enterprise funds in accordance with budgeted appropriations on assets or goods and services obtained.

Fines & Forfeitures: Monies imposed as penalty for an offense and collected as revenue by the municipal court for the city.

Fiscal Year: A consecutive 12-month period that signifies the beginning and ending dates for recording financial transactions. The City of Bryan's fiscal year begins October 1 and ends September 30 of the following calendar year. This is also called the budget year.

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Fund: An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts. In the budget process, a formal Annual Budget is adopted for the General Fund, General Debt Service Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Airport Fund, Self Insurance Fund, Hotel/Motel Tax Fund, Oil and Gas Fund, Court Technology Fund, Community Development Fund, Transportation Fund, Drainage Fund, TIRZ #8 Fund, TIRZ #10 Fund, BTU City Fund and BTU Rural Fund.

Fund Balance: The excess of current assets over current liabilities, representing the cumulative effect of revenues and other financing sources over expenditures and other financing uses.

GASB: Government Accounting Standards Board. The agency of the Financial Accounting Foundation that promulgates standards for accounting and financial reporting by governmental entities.

GASB 34: Pronouncement of the Government Accounting Standards Board (GASB) that establishes financial reporting standards for state and local governments in presenting information about a government's major funds to aid in measuring the operating results of these funds in the interest of accountability to citizens and stakeholders.

General Fund: The largest governmental fund within the City, the General Fund accounts for the majority of the non-enterprise financial resources of the government. General Fund revenues include property taxes, sales taxes, licenses and permits, service charges, and other type of revenue. This fund includes most of the basic operating functions such as fire and police protection, municipal court, finance, planning and inspection, public works, parks/recreation, and general administration.

General Obligation (G.O.) Bonds: Legal debt instruments that finance a variety of public projects such as streets, building, and improvements. These bonds are backed by the full faith and credit of the issuing government and are financed through property tax revenues. In Texas, G.O. Bonds must be authorized by public referenda.

Goal: Long-term continuing target of an organization (vision of the future).

HazMat Response Teams: Hazardous Materials Response Team.

Homestead: A tax exempt qualifying declaration by a property taxpayer for his actual dwelling place or home.

Horticulturist: One skilled in the science of cultivating flowers and plants, as in a municipal parks system.

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Infrastructure: General fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems.

Intergovernmental Revenue: Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.

Internal Service Fund: Accounts for the financing of goods or services provided by one City department to other departments of the governmental unit on a cost reimbursement basis. The Self Insurance Fund is operated as an internal service fund in the City of Bryan.

Levy: To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.

Limited Tax Note: Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within the limits prescribed by law.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance: Cost of upkeep of property or equipment (account classification 004's)

Mandates or Mandated Expenses: Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality.

Neighborhood Sweep: An organized neighborhood clean up event within the city utilizing city personnel and community volunteers.

Net Taxable Value: The total assessed value of all property within the city that is available for taxation minus property eligible for tax exemption.

Objectives: Time bound and measurable result of an organization's activity which advances the organization toward a goal.

Operating Budget: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled. The use of an annual operating budget is required by State law.

Ordinance: A statute or regulation especially enacted by a city government.

Outside Agencies: Non-profit service organizations funded partially or entirely by the General Fund.

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Outside Services: Professional or technical expertise purchased from external sources (account classification 40's).

Payment In Lieu Of Tax: Monies received for provision of city services to property owners located outside the municipal taxing district or not normally subject to municipal taxation.

Performance Measures: Specific quantitative and qualitative measures of work performed or results obtained within an activity or program. There are three types of measurements: (1) Volume, which describes the work done (e.g., number of checks processed), (2) efficiency, which relates to the amount of input compared to output (e.g., number of items posted per hour), and (3) effectiveness, which indicates the extent to which activities/programs are achieved (e.g., reduced response time due to a new communication system).

Personal Services: Costs relating to compensating employees, including salaries, wages, insurance, payroll taxes, and retirement contributions (account classification 10's).

Property Tax: Also called ad valorem tax, this is the charge levied on all real, personal, and mixed property according to the property's valuation and the tax rate, in compliance with the State Property Tax Code.

Reserve: An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Resolution: A formal statement of a decision, determination or course of action placed before a city council and adopted.

Revenues: Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.

Revenue Bonds: Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.

Seal Coat: Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.

Service and Work Programs: Tangible "end products" provided to the public or user department/division.

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Special Revenue Fund: A separate fund that accounts for resources legally restricted to expenditures for specific operational purposes. The Hotel/Motel Tax Fund or the Community Development Fund would be examples of a special revenue fund.

Strategy: A plan to achieve an objective.

Supplies: Cost of goods consumed by the City in the course of its operation (account classification 20's).

Tax Rate: The amount of tax levied for each \$100 of assessed value for real, personal, or mixed property. The rate is set by September 1 of each year by the City Council of the City of Bryan, Texas.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Total Tax Rate: Property tax rate including both of the portions used for operations and that for debt service.

Transmittal Letter: A general discussion of the proposed budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.

Trend Analysis: Graphs which analyze historical data, projected information, or comparisons from one year to the next. A brief narrative or summary data is included with the graphs.

User Fee (User Charge): The payment of a fee for direct receipt of a public service by the part benefiting from the service.

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ACRONYMS

A.D.A.:	Americans with Disabilities Act
ALS:	Advanced Life Support
AS/400:	Network Computer System
BCAD:	Brazos County Appraisal District
BISD:	Bryan Independent School District
BLS:	Basic Life Support
BTU:	Bryan Texas Utilities
BVSMA:	Brazos Valley Solid Waste Management Agency
CAD:	Computer Aided Drafting
CAFR:	Comprehensive Annual Financial Report
CD:	Certificate of Deposit
CDBG:	Community Development Block Grant
CHDO:	Community Housing Development Organization
CIP:	Capital Improvements Program
CJC:	Criminal Justice Center
CJD:	Criminal Justice Division
CO:	Certificate of Obligation
COPS:	Community Oriented Policing Services
D.A.R.E.:	Drug Abuse Resistance Education
DOT:	Department of Transportation
DUI:	Driving Under Influence
EEOC:	Equal Employment Opportunity Commission
EMS:	Emergency Medical Services
EOC:	Emergency Operation Center
EPA:	Environmental Protection Agency
FCC:	Federal Communications Commission
FERC:	Federal Energy Regulatory Commission
FLSA:	Federal Labor Standards Act
FASB:	Financial Accounting Standards Board
FY:	Fiscal Year
GAAP:	Generally Accepted Accounting Principles
GASB:	Governmental Accounting Standards Board
GF:	General Fund
GFOA:	Government Finance Officers Association
GIS:	Graphical Interface System
GO:	General Obligation (bond)
HOME:	Home Investment Partnerships Program
HTE:	Government Software Company
HVAC:	Heating Vent Air Conditioning
HUD:	Housing & Urban Development
IBNR:	Incurred But Not Reported
ICMA:	International City/County Management Association
IFSTA:	International Fire Service Training Association
ISO:	Insurance Services Office

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LAN:	Local Area Network
L.E.O.S.E.:	Law Enforcement Officers Standard Education
LGC:	Local Government Code
Mg:	Million Gallons
MgD:	Million Gallons per Day
Mg/L:	Milligrams per Liter
M.H.M.R.:	Mental Health Mental Retardation
MHz:	Megahertz
MSA:	Metropolitan Statistical Area
MSC:	Municipal Service Center
NAFTA:	North American Free Trade Agreement
NCIC/TCIC:	National Crime Information Center/Texas Crime Information Center
NDS:	Neighborhood Development Services
PLC:	Programmable Logic Controller
PM:	Preventative Maintenance
PTC:	Property Tax Code
RVP:	Research Valley Partnership
SCBA:	Self Contained Breathing Apparatus
SCADA:	Supervisory Control and Data Acquisition
SMSA:	Standard Metropolitan Statistical Area
SRF:	State Revolving Fund
SRO:	School Resource Officer
STP:	State Transportation Plan
TALHFA:	Texas Association of Local Housing Finance Corporation
TCEQ:	Texas Commission on Environmental Quality
TCMA:	Texas City Managers Association
TDHCA:	Texas Department of Housing and Community Affairs
TIRZ:	Tax Increment Reinvestment Zone
TMRS:	Texas Municipal Retirement System
TPWA:	Texas Public Works Association
TWDB:	Texas Water Development Board
TWC:	Texas Water Commission
TWLE:	Texas Women in Law Enforcement
TxDOT:	Texas Department of Transportation
UCR:	Uniform Crime Report
VTCA:	Vernon's Texas Civil Statutes Annotations
W/S:	Water/Sewer
W/W:	Wastewater



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